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Creating a Personnel Program

A summary of the discussion at a Round Table conference on "Creating a Personnel Program and How to Make It Work" at the 297th Meeting of the National Industrial Conference Board at the Waldorf-Astoria Hotel on Wednesday, May 26, 1948. Ordway Tead, Chairman of the Board of Higher Education, City of New York, presided.

Panel

F. G. Barr, Vice President, National Cash Register Company

Samuel L. H. Burk, Director of Industrial Relations, Pittsburgh Plate Glass Company

Glenn L. Gardiner, Vice President, Forstmann Woolen Company

Thomas R. Reid, Vice President, Human Relations, McCormick & Co., Inc.

Thomas G. Spates, Vice President, General Foods Corporation

James D. Wise, President, Bigelow-Sanford Carpet Co., Inc.

CHAIRMAN TEAD: It certainly needs no extended argument or explanation to account for our presence here. Reading in *The New York Times*,¹ I noted that of the eight typical columns that make up that paper, four on the front page were considering matters in the area of personnel and industrial relations. What the headlines suggest as to the urgency and importance of these issues grows even more important as we go behind the headlines.

They are a major preoccupation of the best managerial minds in our land. It is heartening that however difficult and novel the problems may seem to be, there is now a substantial and a significant history of experience to provide data for our guidance.

Thirty-two years ago this season, I clearly recall being on the program of the National Employment

Managers Association at Rochester, New York, where in the early stages of the First World War we were trying to see how and by what methods the mobilization of our productive resources could go forward. Some will remember that as far back as 1912 we had the Employment Managers Association of the National Association of Cooperative Schools. We had the extraordinary fine health and hospital work of certain companies. Safety work was getting under way. Certain companies were approaching the labor problem from the point of view of scientific management.

GENERALLY ACCEPTED DOCTRINE

Today, some of the wisest companies have recognized the value of identifying a function in management to which the name personnel or industrial relations has been given. Look where you will today—in governmental agencies, factories, mercantile organizations, banks, offices, institutional life in hospitals, and educational institutions—the need for providing for this function has become a generally accepted managerial doctrine.

Nevertheless, the status of our problem changes in complexion. There is the over-all administrative problem which needs rather special attention. Something identified as personnel may or may not be the same as something identified as industrial relations. The whole question of the administrative setup at the top, with the internal operations going on under that setup, and the problems of union relationships, community relationships, and consumer relationships are all helping to complicate the problems we face.

We in America are criticized by certain other nations as advocating and trying to practice a doctrine, a way of life, with which they would disagree and from which they dissent. Indeed, those who choose today to be critical of the American way of life and the whole American approach to productive activity

¹Issue of May 26.

are gradually trying to embrace under their wing and win to their convictions more and more peoples of the world.

We have in relation to our whole public impact on the world a responsibility to make clear that we know what we are about, that we are proud of what we are about and believe that the direction we are taking and our conduct are sound, justifiable, productive, worthy and nationally significant.

Never before have the opposed philosophies of life, of totalitarian outlook and democratic outlook, been so sharply seen. That imposes upon us responsibilities for the way in which we live and the human relations which exist in our industrial system.

It is true that academicians, students and universities are furnishing more and more answers to these problems. But I would be the first to confess that it is difficult to interpret this information and that it needs translation into terms that are applicable in the shop. These studies of personnel attitudes made by the polling experts are leading us to an understanding of the nature, attitudes, and desires of workers as individuals and groups.

WHAT ARE THE MAJOR TASKS?

I shall start out by asking what, in general terms, are the major responsibilities, functions and activities in personnel administration, and what are the general ingredients and policies in this field.

MR. SPATES: Before I attempt a definition of personnel administration, I want to point out that our chairman, Ordway Tead, is the co-author of the first textbook ever published in the field of personnel administration; that he has been teaching personnel administration for a quarter of a century to an ever-increasing number of students at Columbia, in addition to being Chairman of the Board of Higher Education in New York City.

As to the question, personnel is a synonym for people. It is all-inclusive. It doesn't mean the common people as distinguished from the aristocracy. It doesn't mean the rank and file of employees as distinguished from the brass hats. It doesn't mean people working in industry as distinguished from people working in commerce or government. It literally means everyone on the payroll with a common purpose.

Administration is the highest form of organization leadership, as distinguished from managing and executing. The administrator not only gets things done in the best-known ways, but the people through whom he works to achieve results are made to feel they are on the team and not just with it.

So we combine the words personnel and administration to designate the philosophy, the motives and the methods of organizing and treating people at all

levels at the places where they work so that they will give the best that is in them while getting the highest possible degree of individual satisfaction.

If that, then, is a definition of personnel administration and its scope, what is its content? I answer that with a few word descriptions of the content of personnel administration. The first requisite is sound organization. Unfortunately, there are many personnel setups in which principles of organization are not considered a part of the job of the personnel

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officer. A subdivision of personnel administration which we may call development and utilization includes standards of work environment, recruiting, interviewing, classifying, job and position analysis, individual evaluation, wages, wage and salary structure, incentives (both financial and nonfinancial), regularization of employment, records and statistics, procedures of consultation and explanation, selection, induction, orientation, testing for interest, aptitude and occupation, and training for production, occupation, supervision, safety and health services and promotion schedules.

As a second division of personnel administration—embracing social responsibilities—medical, hospital, sickness, old age and termination benefits may be considered to be word descriptions.

The third is organized labor relations. When people say "labor relations" they almost always mean organized relations. I include relationships with organized labor as a part of personnel administration because collective bargaining is thus a means and a way of administration.

CHAIRMAN TEAD: How do you find out what policies fit the needs?

MR. BURK: They are discovered through pressure from the lower levels of the organization. Some enlightened top managements have seen the need. But in most cases the pressures to straighten out human relationships in industry, to initiate and define policies and to develop programs to implement policies have actually come from the lower levels of the organization. It is at those levels that the greatest multiplicity and complexity of problems exist.

The only way to get started is to find out what and where these pressures are, and to determine what people really need and think about at all levels of the organization. Consult those most familiar with the human problems—supervisors, foremen and general superintendents. Then set up a structure to meet the needs that you actually find instead of an organization you think you need.

CHAIRMAN TEAD: Mr. Wise, do you see the policy coming from elsewhere?

MR. WISE: I think Mr. Burk gives an idea where the policy *should* come from. But where it actually comes from partly depends on the kind of organization. If the organization is one in which there is good two-way communication, that is fine. But, if people in the organization are not accustomed to speak out, it is necessary to initiate some of these policies at the top. Ideally, they should come from below. But I think Mr. Burk would agree that not all pressures from below get top management attention. The difficulty is to get the needed policies adopted at the top.

MR. GARDINER: I think we are concerned at the moment as to how policies get started. In far too many cases I am afraid that necessity is the mother of their invention. Then we set up a department which is supposed to functionalize this whole vast problem. In doing this, I think we have made many mistakes. We frequently have manned the department with people unqualified to do the job. Often-times there has been an attempt by the top executives to escape from some of the unpleasant and embarrassing situations. This is a poorly administered management. They have delegated someone to do their "headache" work for them.

MR. REID: I would like to supplement what has been said. In a way, we have begun by assuming that the position of the administrative personnel in the company is a more or less static proposition. Actually, the situation changed as businesses grew big. Years ago the presidents handled all personnel matters. But as business became large and it became necessary to have an intermediary person, the personnel executive came into being. At first the job was done by employment managers. Later there were employee relations managers, directors of personnel,

industrial relations directors, so that through the years this position has certainly not been a static one. The job of the personnel executive has become broader and is going to continue to grow.

In our own company we have come to the conclusion that the job is so broad that it should encompass all people with whom the company is concerned and not employees alone. We reason that our people comprise employees, customers, stockholders and community citizens. So we have decided that our company shall have a vice president in charge of human relations. Under this vice president is a director of public relations and a director of personnel. A person who understands people can handle the problem of business with people regardless of their classification as employees, customers, stockholders or citizens.

MR. SPATES: I would like to ask Mr. Reid if his observations support the theory that a company has to reach a certain size before having a specialist?

MR. REID: No, I shouldn't say so. Size does not determine when a personnel executive shall be established in a company. The problem is one that the president always faces but he delegates as much of the task as he possibly can. No matter how big a company becomes, it is never entirely possible for the top management executive to delegate fully the problem of personnel administration. Perhaps many of the executives who attempt to do so have run into difficulty for that reason. It is a function of the chief executive to be concerned with people. This function he cannot possibly escape no matter how busy he is with sales and production problems.

MR. BARR: I have been interested in Mr. Reid's definition of the personnel problem. A company can be very large and still the president and the vice presidents, and even the chairman of the board and board, can devote a great deal of attention to personnel problems. Consequently, I believe that many of the personnel problems should be faced by top management and should be passed down the line instead of up the line.

MR. BURK: How do you know what to initiate and where to pass it until you know what is needed? Where do you get the knowledge of what is needed unless you go to people in the company?

MR. BARR: The top management of most of our institutions are just as intellectually bright as our labor leaders. I believe they are cognizant of the problems in industry as long as they have a definite interest in people.

CHAIRMAN TEAD: Mr. Reid, I don't think you looked at it that way, did you?

MR. REID: Sometimes, office boys forget when they become president what they wanted when they were office boys. One of the functions of the personnel executive is, if necessary, to build a fire of interest in people under the top executives. I think we have a sufficient body of experience in dealing with people in industry so that we are now approaching the point where we have to consider personnel administration as a science and not as an art. It will never become blueprinted like machines, but we are now in position to say that there are certain basic factors in human nature that need to be answered by the management of a business. And if we can determine what those factors are, we will know what our employees want and need. Then the question becomes one of management intent.

Experience seems to prove that companies not having the proper management intent generally have labor troubles. Companies that analyze what employees want and need, and then, as a matter of policy, enter into a program to do something about it, generally have happier relations.

MR. BURK: A study made by THE CONFERENCE BOARD some months back in which executives, union leaders and employees were polled about what employees want indicates that union leaders' and executives' guesses coincided but differed greatly from the results of the employees' poll.

MR. GARDINER: One of the great errors of the last twenty or thirty years has been the major error of assuming that personnel administration is something that can be dissociated or set apart from executiveship or supervision. Because of that fundamental error, personnel people have, on the whole, done more harm than good to human relations, not through any fault of their own but because of a misconception of the function. They have had to work from below and behind to try to sell the top boss. Instead, the initiative should be coming from the top boss. The error is to assume that here is a function you can pick up and isolate.

Top management cannot say to the personnel executive: "This is your job. We are going to centralize this function and place it solely in your hands." If this is done, jealousy develops. Line people ask: "Where do you stop and where do we start?" Then, too, the boys in the shop are perfectly willing to pass the buck and lay the blame if things don't go right. We have to recognize that personnel administration is a part of every job and of every person.

CHAIRMAN TEAD: What should be the relation of top personnel executives to the rest of the top management organization?

MR. SPATES: I would like to start to answer that question by a bit of historical review.

This function of personnel administration as a specialty has been the only function of management that did not become a part of top management except through the natural course of events. No executive would contemplate conducting a business without a specialist in sales, production, accounting and law. But it has been common practice for executives for a long period of time to try to conduct their businesses without a personnel specialist. This personnel function is the last specialized function of general management to be added to business organization.

Years ago, this personnel function had to fight its way against terrific odds. Those who were in it were much inclined to be apologetic for this specialized function of management. Some of them were scared of their jobs, and that feeling of insecurity was emphasized when a lot of personnel men in the depression of 1920-1921 were walking the streets looking for jobs.

I think that we have to change our sights and reorient ourselves with respect to the question that has been posed. We must realize that this function of business, owing to the course of events, has become an indispensable part of general management. That being so, you don't continue to take a subordinate place in the organization. You don't apologize for your existence in the organization. You proclaim that the function of personnel administration should have all the responsibilities and authorities that go with any other of the major functions of general management.

MR. WISE: I agree with Mr. Spates. If you consider the list of duties and subjects that he enumerated, I think it is preposterous to conceive that the administration of those functions should be subordinate to some other activity in the company. It is a full-time job and if the responsibility for the function goes to a person other than the chief executive officer, it is bound to be subordinated to some other function.

How the entire organization should be set up, whether the public relations and stockholders' relations should also function up through one person, such as in McCormick & Co. is, of course, a problem. It is largely one of administration and not of principle.

If you have available a person who is able to be a technician in the field of stockholders' relations, who knows the financial community, who also knows the stockholders and who can also be a technician in the field of factory workers and in the field of the ultimate consumer, he is quite a fellow and should head them all up. But, generally speaking, you don't have a technician to cover all of these groups.

I would like to make just one observation about the reason that personnel administration has had to

fight its way up. I believe it was so important the boss never was willing to let go of it. I don't believe it is quite the last function to be added to general management. I think public relations is the last.

CHAIRMAN TEAD: Mr. Burk, do you agree with Mr. Spates that the top personnel man should have the same kind of authority as other top executives?

MR. BURK: I think Mr. Spates and I are in agreement but because of frequent confusion of terms I'd like to put it this way: The specialist and the head of the department of personnel administration must have the same access to the top as other departments have in determining what services are to be undertaken by his department, what counsel is to be given and what controls are to be exercised. The people in personnel administration must be able to point out to other departments or divisions of a company the errors that they are making or the good points of their individual departmental personnel activities. They must be able to exercise the authority of ideas but not the authority of command.

In other words, the company's legal counsel may learn that a department head is doing something illegal. The legal counsel should say: "You shouldn't do that." He should not say, "Don't do that." He should, however, have the authority to take his disagreement to the highest common supervisor. In this case, it would be the president.

Certainly the authority and responsibility of the head of the personnel department should be equal to the other service department officers in that respect.

MR. GARDINER: One of the difficulties is that almost every person, and particularly one who has any supervisory executive responsibilities, thinks of himself as an expert in human relations. We all think we are pretty good at that. The result is that when you set up a function which is supposed to cut across all other departments, it is hard to establish the fact that here is someone with the God-given facility for dealing with people that I don't or you don't have.

Any attempt to exercise authority in that direction meets and develops considerable conflict. The production man at the top of a production organization doesn't meet quite the same problem. There isn't the same tendency to dispute him. Similarly, you don't argue with lawyers, or with the man at the head of sales with the best sales record.

But personnel administration is in a little different area. Here, all executives are ready to argue with the personnel specialist because each one thinks he is an expert. The personnel administrator should therefore have direct access to top management.

CHAIRMAN TEAD: Mr. Spates, can you clarify the matter of personnel executive command?

MR. SPATES: That question assumes that the words "authority" and "command" are synonymous, and I am not so sure of that. My point of view diverges very little from the other points of view but I will try to clarify it. For many years I went along with those who kept proclaiming that the personnel function was a staff function, that it was solely advisory, and accordingly had no authority of any kind. I started to alter my position when I found that the so-called authorities themselves were in disagreement about the meaning of *Staff*.

Two years ago, we started in our company to describe and rate all positions of \$5,000 a year and up; in other words, job evaluation applied to the entire managerial area. The three main factors used in that evaluation were knowledge required, difficulty of decisions in action, and responsibility.

One law of organization with which presumably we are all in agreement is that responsibility and authority should be co-equal. Picture yourself sitting around a table with a group of your colleagues evaluating managerial positions, including those in the personnel function. Would you be willing to agree that all the personnel positions in management rate zero on responsibility? Of course not! But if they rate anything better than zero in responsibility, then they have to have a corresponding degree or amount of authority.

By authority I mean the authority of ideas—the authority that derives from satisfactory performance; *but more specifically the authority that derives from a set of personnel principles and policies to which the entire management group has agreed.* If in their contact with the line organization they observe violations of those principles and policies, they have the authority to call the tune on the violations of agreed-upon principles and policies.

The line man can still say: "I am going to make an exception to these principles and policies." Then it becomes the responsibility of the representative of our department who has the corresponding authority to take that issue up through the organization. If necessary, it is in the office of the chief executive officer.

It is important to recognize that you can formulate a set of personnel policies and principles which are enduring and with which the management thinks it wants to live for as long as it can see clearly into the future.

Let me emphasize the difference between a management committed to a set of personnel principles in writing and one that endeavors to execute the function of personnel administration in terms of opportunism and expediency. That is a vital distinction, because if you have a principle-minded management, your men have back of them an authority based upon a set of principles and policies.

MR. REID: I think we can now crystallize one definite recommendation. We in business have become classifiers of hourly paid labor—a job of evaluation and job description. But in the area of executive jobs we still have much to learn in finding out exactly what each executive is supposed to do. The first thing to do is to set up an accurate, well-thought-out job description of the personnel man and his assistants.

MR. GARDINER: This question of the degree of authority personnel executives should exercise goes back to a very fundamental principle—government by the consent of the governed. It becomes less important if you make sure the personnel policies of a company are arrived at on the basis of participation by all those having to do with carrying out those policies.

If supervisors and executives participate in evolving personnel policies, the question of executing those policies becomes the same as the person we elect to an executive position in government. He is charged with the responsibility of carrying out the policies arrived at. Therefore, one of the most important functions of the personnel administrator is to engineer the methods of securing participation on the part of all those who handle people.

CHAIRMAN TEAD: Mr. Spates, it has been said that many companies are reluctant to do the things you suggest. I wonder how such a statement can be formulated and then published?

MR. SPATES: All the personnel principles and policies formulated by a management imbued with administrative intelligence are designed to meet the needs of the people in the company. Certainly one of the foremost needs of all the people on the payroll is an answer to these questions: What does this top management stand for in the treatment of people? What standards of conduct does this top management want the bosses to maintain? What sort of experiences does this top management want its people to have? A personnel policy is just as simple as management's answer to those questions.

MR. GARDINER: It is just as important to set up the machinery for maintaining policies as it is to make and publish the policies. It is equally essential to have channels through which anyone in the organization can initiate a policy.

Our mill policy board of fifteen people in supervisory jobs is most effective. The board meets regularly to evaluate policies already in existence and to amend or change or set up new policies. We have a policy auditor who audits the policies and is constantly following all policies as set forth in our policy manual. It is essential to make sure that the estab-

lished policies are being followed. If not, what is the reason for it? If someone has a better idea, he should give it. If he doesn't, he should be corrected.

CHAIRMAN TEAD: Should the personnel executive have any responsibility in the formulation of policies other than personnel policies?

MR. WISE: The manufacturing division cannot formulate sales policy and the sales department cannot change manufacturing policy. The two, however, have to work together, and in case of disagreement the chief executive officer makes the decision. The same principle applies in the case of personnel. Personnel should be at the management table when a decision is made which affects people and there are very few decisions which do not affect people. That doesn't mean personnel affects the other policy directly, but it has the same impact on the policy that the other divisions or departments of a company have, and it has a major place at the management table in that respect.

CHAIRMAN TEAD: Mr. Reid, what managerial provision does your company make for carrying out such a policy as Mr. Spates just referred to?

MR. REID: The company that I represent believes very sincerely in all the statements of Mr. Spates and others about policy. We believed them in 1932, and for fifteen years we have maintained in essence the same general policy. We call it multiple management. In brief, it is a participation program. It involves a management policy and procedure which admits at the outset that there are brains in the organization that can help to form policy and to set procedures beyond their regular departmental jobs.

If a man is smart enough to be a personnel manager or supervisor, he also must have certain knowledge and ability that would be an asset to the company in setting over-all policy. He will be a better departmental man if he can be given some kind of formalized opportunity to learn and study the business as a whole and to know how his department correlates to others.

We have reason to believe that dissemination of information to employees on financial matters, processes, and so on, is a matter that cannot be done successfully by house organs, memoranda or loud speakers. We believe in direct contact in selling ideas to employees, just as we believe in direct contact in selling products to customers. We have monthly meetings in our various plants where our people can be kept posted. We try to arrange at one or two of those meetings during the year to have open forum discussions. We break the groups up into smaller groups and have participation from the floor.

The forgotten men of most businesses are those in the middle management group, from the supervi-

ors up to the level of top management and the board of directors. These men are waiting for something to occur to give them a chance to express their ideas apart from their regular jobs. We crystallize that group into the management situation. We set up a junior board, a factory board and a sales board, representing the three major divisions of our business. That means that about sixty people participate in the management of McCormick & Co.

They help to set policies. They learn the business as a whole. They make recommendations to top management which top management then has to act on. They are a feeder of ideas and man power to top management positions. Our experience, which has now been adapted by about five hundred other firms, led us to believe that this participation is one of the prime factors in effectuating the policy described by Mr. Spates. Participation, we have found, is the best answer to getting across a policy and gaining general acceptance of it.

CHAIRMAN TEAD: Mr. Burk, how would you provide for explicit criticism from people in the lower levels of the company?

MR. BURK: The first requirement is a sound organization which permits unbroken and fully opened communication lines. I don't think you can do anything unless your organization structure is properly planned and controlled.

The next requirement is to have policies in writing. But before you put them in writing you must submit them to criticism up and down and across the organization. How far down you go is the big question in the minds of most people. If you have a unionized plant, you needn't worry about employees criticising policies. A contract with a union is a kind of statement of policy. If you have no union, the only source of criticism is through first-line foremen.

The task of indoctrinating the foreman in this responsibility is a major and constant one. If by word and action you indicate the desire of top management to hear from lower levels, you need have no fear of failure of criticism of policies coming up the line. It adds prestige to each of the levels of supervision that participates and builds up an integrated management group.

MR. WISE: It is not merely a problem of setting up lines of communication. You also have to make them work. Many companies are not accustomed to criticism up and down the line. One device is an attitude survey. In any event it is a long hard process.

CHAIRMAN TEAD: Mr. Barr, how can a company achieve continuing effectiveness in day-to-day relationships?

MR. BARR: That is the most important question

of all we have discussed. We can set up policies, we can initiate them, we can have the best intentions in interpreting them, and yet we may not achieve day-to-day harmony. Success at this point largely depends on communication.

Our company is fortunate in having a president who devotes a great deal of time and eager interest to the personnel program. He realized the written word is not too successful when used alone. We believe in meetings. We are the "meetingest" group of people in the United States. In some cases, 15,000 people meet in one day in five separate groups. Several of these meetings are devoted to discussions of company policies and principles.

But the president also recognizes the written word is important, and he keeps us informed about the business every month with a one-page communication. These are sent to every employee and are written in an informal style. In every issue a personnel problem is discussed so our people are able to understand our policy. That is one channel of communication.

We also have a sizable bargaining group. Our policies are discussed freely and informally in our meetings with the union's representatives. They in turn carry them to their constituents throughout the factory.

CHAIRMAN TEAD: Are there likely to be any significant developments in personnel administration in the next two or three years?

MR. WISE: In looking into the future, we must keep one point in mind. Personnel problems and labor problems are not legal problems. They are human problems. Human problems have to operate within the framework of certain laws, and therefore laws have their effects on those problems. But it is an error to believe that these problems will be solved by laws.

MR. REID: I believe that in the next five years we are going to see more and more facts released by management to employees. Management is hurt less by facts than by rumors. It is the gossip that produces trouble. Management has less to hide than it thinks.

MR. BURK: You can release all the facts you want, but unless your audience is conditioned to accept those facts from you the effort is wasted. Conditioning comes through experience. If the experience is not satisfactory, the audience may not be inclined to accept the facts you give them. In that case you'd better not start any fact-distributing campaigns.

CHAIRMAN TEAD: The only way our standard of life in this country can be improved is through a greatly increased per unit production by the workers.

How can that be done? I suggest that at least one way is a readiness to deal with unions more directly and forthrightly on the questions of production quotas, time-study methods, and production results, and that management encourage the unions to have their own experts in methods and time study. If this is done, it will be possible to get a change of attitude at the bargaining table and, even more important, within the respective departments of the shop.

Are there other contributions on this question of prophecy?

MR. WISE: An important problem in the future is whether the unions are going to permit facts to be communicated. In essence, the union is a political organization and the first job of a union officer is to be reelected. He is in competition for the people's minds. (Management is in competition for the same thing.) Whether the political rivalry in unions will be solved in such a way that we can communicate with people is one of our major problems in the future.

QUESTIONER: I believe Mr. Burk said there was no use grinding out information unless employees are in the frame of mind to believe it. I was curious as to how that frame of mind is developed?

MR. BURK: That frame of mind is the accumulation of experience with management over a period of time. I don't think you can develop it except by consistent dealing on an honest and sincere basis with the employees.

QUESTIONER: I had hoped that we would have something more as to the program. In the establishment of a program, we should define the objectives and not talk about how we are going to do it.

MR. SPATES: Personnel administration began as being a nice thing that managements in one way or another were persuaded to do. Then later it became a matter of good business for a variety of reasons, and I think we are justified today in saying that sound personnel administration is the most potent means of reducing cost. Sound personnel administration reduces the cost of absenteeism, cost of accidents, cost of turnover at all levels, strikes and sabotage, which goes on day in and day out in a variety of degrees. Finally, good personnel administration reduces the cost of management.

If you have a personnel policy in which you are committed to consulting and explaining and informing, then management doesn't have to go into a huddle with respect to every problem and answer individually the question: "Are we going to tell them about this?" You have made the answer in advance. You are committed to it. Your question seems to be: "Well, what is a personnel program?"

I have a list of twelve items which I call the ingre-

dients of a good personnel program. For each one of these items there should be not only amplification, but some case material. Every one of these supplies a need. Check all twelve of these against your own individual work experience in terms of the needs you have felt, and feel today.

The ingredients are:

1. The character and moral code of the business.
2. Good leadership—committed in writing to high principles of administration and organization, rather than motivated by expediency and exploitation.
3. The practice of consultation and explanation, both up and down, through all echelons of organization.
4. The practice of keeping people informed and encouraging participation in arriving at decisions affecting their jobs and interest.
5. Freedom for expression of points of view and attitudes without fear of reprisals.
6. A total work environment that appeals to the self-respect and dignity of the individual.
7. Sympathetic consideration of people's trials and tribulations. That is tremendously important with respect to managerial levels of your organization. The failure of management to provide for sympathetic consideration of trials and tribulations of the foreman is what led foremen to join labor unions. The assumption was that the foremen had all the answers for the people under his direction. Where did *he* go when *he* needed help?
8. Steadiness and certainty of employment.
9. A plan of promotional opportunity. Where do I go from here? And by what route?
10. Equitable wage and salary structures that recognize differences in job and position requirements, as measured by such factors as knowledge, skill, difficulty and responsibility.
11. A training program designed to help everyone perform, in the best-known ways, the tasks that are assigned for the attainment of stated objections.
12. Recognition through individual evaluation so that it may be said to each person on the payroll—he is prepared with *what* to go *where*.

QUESTIONER: Would you supplement these twelve points with a definite expression of your views as to pensions, hospital and surgical benefits, accident and health insurance?

MR. SPATES: In those twelve ingredients of a sound personnel program, there is no reference at all to either absolute wages or benefit plans. The reason is this: The source of sound personnel administration rests in the conscience of leaders, and it is concerned primarily with the spirits and the hearts of people. Those are *qualitative* factors. History offers no evidence that quantitative methods and rewards have ever provided the solution to qualitative problems. That is illustrated every day in our industrial life. The law of diminishing returns applies

to quantitative but not qualitative factors. What good are all the benefit plans on the books if the individual employee is getting pushed around every day by his boss?

We have, as I see it, the spectacle of some managements in the United States saying to us as citizens: "Look at all the benefits we give our employees! In addition, look at the fine wages we pay. But the

employees are still on strike!" Now, of course, the folks who get out those ads don't expect you to arrive at this conclusion, but if you take them at their word and their wages are not subject to question and they are giving all the benefit plans available and still the employees are on strike, what is the conclusion? It seems there must be something wrong with the leadership.

Complying vs. Noncomplying Contracts

THE PASSAGE of the Taft-Hartley Act created a new classification system for unions. In collective bargaining the primary question is no longer that of union affiliation. Instead it is one of whether the union has complied with the act by its officials signing noncommunist affidavits and supplying other data to the government.

The reason for this new alignment is that the non-complying unions cannot get the services of the Na-

Table 1: Union Security Provisions of Sixty-six Contracts Signed with Noncomplying Unions, August 23, 1947-September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		AFL		CIO		Ind.	
	No.	%	No.	%	No.	%	No.	%
Total.....	66	100.0	None	...	53	100.0	13	100.0
Union security provided.....	3	4.5	3	5.7
Union shop.....
Maintenance of membership...	2	3.0	2	3.8
Harmony clause	1	1.5	1	1.9
Union security not mentioned.....	63	95.5	50	94.3	13	100.0

tional Labor Relations Board. One of the important services of the NLRB is conducting elections that authorize unions to sign a union shop or similar agreements. Unless the union secures a majority vote of all workers in the bargaining unit in such an election, it cannot sign an agreement for standard forms of union security, such as union shop or maintenance of membership.

Noncomplying unions cannot get on a ballot for NLRB union shop authorization; hence they cannot obtain the union security clauses ordinarily open to complying unions. Leaders of noncomplying unions, therefore, are looking to other clauses, such as checkoff, for assurance of continuance of their finances. As a result, the question arises as to whether a new pattern of contract clauses peculiar to non-complying unions may be evolving.

To get the answer, THE CONFERENCE BOARD analyzed 313 union contracts signed since August 23, 1947, the effective date of the union security section of the Taft-Hartley Act. Of the 313 contracts, sixty-six were signed by noncomplying unions and 247 by complying unions.

NONCOMPLYING PATTERN

Union security clauses,¹ such as union shop or maintenance of membership, are practically nonexistent among the sixty-six contracts of noncomplying unions. Only three of these agreements contain union security clauses. Two agreements provide for maintenance of membership, which, under the Taft-Hartley Act, can be secured only by complying unions. The other contains a harmony clause. The status of this type of union security for noncomplying unions is in doubt. (See Table 1.)

¹Union security, as used in this analysis, covers all the various types that are either banned or restricted by Section 8(a)(3) of the Taft-Hartley Act. It includes closed shop, union shop, modified union shop (included under union shop), maintenance of membership and harmony clauses. To make the comparison tables and graphs more effective, checkoff provisions designed to guarantee the union security of income (called maintenance of dues) are not included under union security. They are included solely under checkoff provisions of contracts.

Table 2: Union Security in 247 Contracts Signed with Complying Unions, August 23, 1947-September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		AFL		CIO		Ind.	
	No.	%	No.	%	No.	%	No.	%
Total.....	247	100.0	123	100.0	71	100.0	53	100.0
Union security provided.....	124	50.2	75	61.0	27	38.0	22	41.5
Union shop.....	85	34.4	49a	39.8	22	31.0	14	26.4
Maintenance of membership...	34	13.8	21b	17.1	5	7.0	8	15.1
Other.....	5	2.0	5c	4.1
Union security not provided.....	123	49.8	48	39.0	44	62.0	31	58.5

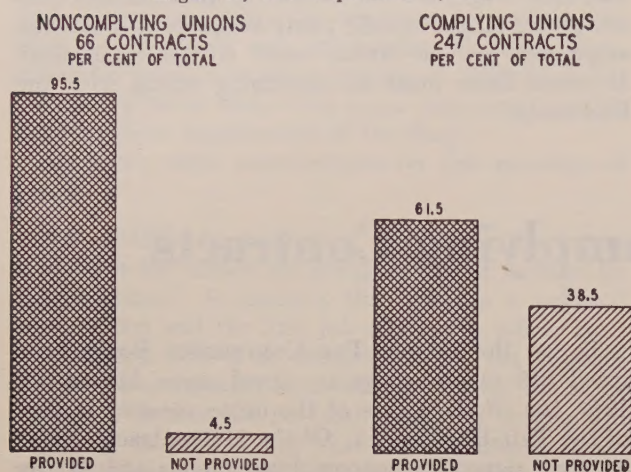
aIncludes two clauses combining union shop with preferential hiring.

bIncludes one clause combining maintenance of membership with preferential hiring.

cOne closed shop; two union hiring hall clauses; two harmony clauses.

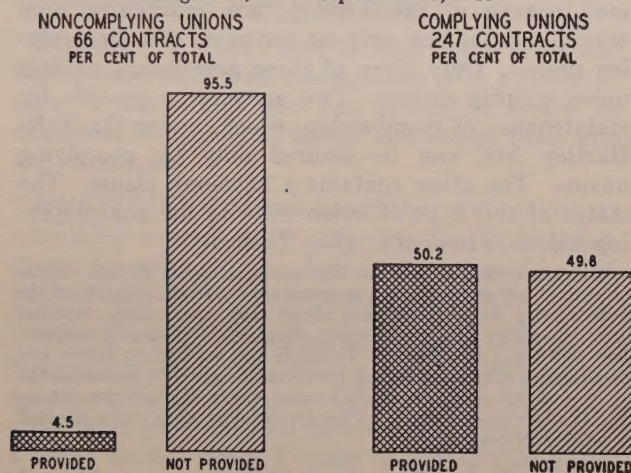
Checkoff Provisions of Contracts of Unions Signing and Not Signing Noncommunist Affidavits

August 23, 1947—September 15, 1948



Union Security Provisions of Contracts of Unions Signing and Not Signing Noncommunist Affidavits

August 23, 1947—September 15, 1948



Because they cannot get standard forms of union security, leaders of noncomplying unions have turned to checkoff provisions to provide their unions with security of income. Sixty-three or 95.5% of the sixty-six contracts of noncomplying unions provide for checkoff. The irrevocable type is the most popular. It is contained in forty-four of the sixty-three checkoff clauses. Twenty-seven of these are irrevocable for one year. Seventeen are not only irrevocable for one year, but go into effect for an additional year if the worker does not revoke it during a specified period of time (usually ten or fifteen days). (See Table 2.)

Of the sixty-six contracts of noncomplying unions, fifty-three are with CIO unions and thirteen with independent unions, principally District 50 of John

L. Lewis' United Mine Workers. None of the contracts is with an AFL union.¹

Of the fifty-three contracts of CIO noncomplying unions, three provide for union security. Two require maintenance of membership, and one carries a harmony clause. (See Table 1.)

One of the maintenance of membership provisions is in a contract between a midwestern manufacturer and the United Steelworkers of America, CIO. It reads as follows:

"All employees who, upon the execution of this agreement, are members of the union in good standing in ac-

Table 3: Checkoff Provisions of Sixty-six Contracts Signed with Noncomplying Unions, August 23, 1947—September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		AFL		CIO		Ind.	
	No.	%	No.	%	No.	%	No.	%
Total.....	66	100.0	None	...	53	100.0	13	100.0
Checkoff provided	63	95.5	51	96.2	12	92.3
Voluntary irrevocable.....	27	40.9	21	39.6	6	46.2
Year-to-year automatic renewal	17	25.8	14	26.4	3	23.1
Voluntary revocable.....	18	27.3	15	28.3	3	23.1
Not specified....	1	1.5	1	1.9	0	...
Checkoff not provided.....	3	4.5	2	3.8	1	7.7

Table 4: Checkoff Provisions of 247 Contracts Signed with Complying Unions, August 23, 1947—September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		AFL		CIO		Ind.	
	No.	%	No.	%	No.	%	No.	%
Total.....	247	100.0	123	100.0	71	100.0	53	100.0
Checkoff provided	152	61.5	65	52.8	59	83.1	28	52.8
Voluntary irrevocable.....	51	20.6	25	20.3	21	29.6	5	9.4
Year-to-year automatic renewal	28	11.3	9	7.3	15	21.1	4	7.5
Voluntary revocable.....	68	27.5	29	23.6	20	28.2	19	35.8
Not specified....	5	2.0	2	1.6	3	4.2	0	...
Checkoff not provided.....	95	38.5	58	47.2	12	16.9	25	47.2

cordance with the constitution and by-laws of the union and those employees who may thereafter become members shall, as a condition of employment, maintain their membership in the union in good standing by prompt payment of dues during the first twelve months of the term of this agreement. All employees who, fifteen days

¹A few AFL unions, such as the International Typographical Union, have refused to file noncommunist affidavits and other data. Contracts of these few unions were not included in the sample of 313 contracts.

after the first anniversary of the execution of this agreement, are members of the union in good standing in accordance with the constitution and by-laws of the union and those employees who may thereafter become members shall, as a condition of employment, maintain their membership in the union in good standing by prompt payment of dues during the remainder of the term of this agreement.

"If any present or future member of the union is deprived by the union of his membership for any reason other than the nonpayment of union dues such employee shall not be subject to discharge by reason of the provisions of this section of this agreement and the failure of the company to discharge such employee shall not subject it to any claim by the union of a breach of this agreement by the company.

"Upon the first working day following the first anniversary of the execution of this agreement the company will post, for a period of fifteen days, upon its bulletin boards in the plant, a summary of this section of this agreement."

The harmony clause appears in an eastern manufacturing company's contract with the CIO's United Electrical Workers. Under a harmony clause, the employer agrees to encourage union membership without making membership a condition of employment. There is doubt as to the legal status of harmony clauses for noncomplying unions.

Fifty-one, or 96.2%, of the fifty-three contracts with CIO noncomplying unions contain checkoff provisions. Of these, the most popular type is the voluntary irrevocable. It occurs in twenty-one CIO contracts. The irrevocable type that automatically renews itself each year occurs in fourteen CIO contracts. The type of checkoff that the worker can revoke at any time occurs in only fourteen, or 26.4%, of the contracts of CIO noncomplying unions.

Of the thirteen contracts of noncomplying independent unions, twelve provide for checkoff. (See Table 2.)

No Union Security

A number of companies with proscribed union security sections in their contracts with noncomplying unions had to drop them.

One company, for example, had a pre-Taft-Hartley contract with a noncomplying CIO union that provided maintenance of membership. Because the union could not comply with the act, the maintenance of membership section was dropped from the new contract. To explain this contract change, an official of the company included the following two paragraphs in his letter to employees:

"The first paragraph in the old contract contained a clause known as 'maintenance of membership' which required all employees who were members of the union in good standing in July, 1947, to remain members until the contract expired. This paragraph has been left out of the present contract because it would now require a secret ballot to be supervised by the National Labor Relations Board after certain affidavits had been filed with the National Labor Relations Board, which the leaders of your union have not filed.

"This means that the fifteen-day period during which you were allowed to withdraw from the union is no longer a part of the contract, because there is no longer any requirement that you must remain a member of the union during the life of the agreement.

The contract of this firm now provides for a checkoff of dues which is to be irrevocable for one year. The contract further states:

"An employee wishing to withdraw from the union and

Table 5: Comparison of Union Security and Checkoff in Sixty-six Contracts Signed with Noncomplying Unions, August 23, 1947-September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		Union Security Provided		Maintenance of Membership		Harmony Clause		Union Security Not Mentioned	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total.....	66	100.0	3	100.0	2	100.0	1	100.0	63	100.0
Checkoff provided.....	63	95.5	3	100.0	2	100.0	1	100.0	60	95.2
Voluntary irrevocable.....	27	40.9	1	33.3	1	100.0	26	41.3
Year-to-year automatic renewal.....	17	25.8	1	33.3	1	50.0	16	25.4
Revocable.....	18	27.3	1	33.3	1	50.0	17	27.0
Not specified.....	1	1.5	1	1.6
No checkoff mentioned.....	3	4.5	3	4.8

Table 6: Comparison of Union Security and Checkoff Provisions of 247 Contracts Signed with Complying Unions, August 23, 1947-September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		Union Security Provided		Union Shop		Maintenance of Membership		Other		Union Security Not Provided	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total.....	247	100.0	124	100.0	85	100.0	34	100.0	5	100.0	123	100.0
Checkoff provided.....	152	61.5	69	55.6	49	57.6	18	52.9	2	40.0	83	67.5
Voluntary irrevocable.....	51	20.6	26	21.0	20	23.5	6	17.6	25	20.3
Year-to-year automatic renewal.....	28	11.3	14	11.3	12	14.1	2	5.9	14	11.4
Voluntary revocable.....	68	27.5	26	21.0	16	18.8	9	26.5	1	20.0	42	34.1
Not specified.....	5	2.0	3	2.4	1	1.2	1	2.9	1	20.0	2	1.6
Checkoff not mentioned.....	95	38.5	55	44.4	36	42.4	16	47.1	3	60.0	40	32.5

who is delinquent in the payment of his dues to the union shall, as a condition of such withdrawal, pay his delinquent dues in full."

Union Security "When and If"

Another contract with a noncomplying union, the CIO Steelworkers, has a clause providing for negotiation of an agreement on union security when the union is authorized to enter such an agreement. The parties to this contract had a maintenance of membership agreement prior to the Taft-Hartley Act. In a letter to THE CONFERENCE BOARD, an executive of the company attributes the change to the influence of the Taft-Hartley Act:

"We have no union security as such, although we do deduct union dues and initiation fees if an employee signs a wage deduction authorization. Of course, as you know, the reason we have no union security is that the Steelworkers have not as yet signed the noncommunist affidavits and therefore were unable to use the NLRB to determine union security."

Checkoff Clauses

Among noncomplying unions, 95.6% of the contracts contain checkoff provisions. The strongest form of checkoff from the union standpoint is the year to year automatic renewal. An example of this occurs in a midwestern company's contract with the United Electrical, Radio and Machine Workers, CIO.

"It is hereby agreed that the maintenance of membership clause provided in article — section — of the agreement dated [pre T-H] 1947 will be reinstated in the first subsequent agreement between the company and the union to the extent then legally permissible.

"The company will deduct from the pay of each employee who authorizes it to do so on the form outlined below, all union dues and initiation fees and promptly remit the same to the financial secretary of the union. All deductions for initiation fees and dues shall be made monthly from the first pay of each month and from no other. The signed authorization outlined below is to be secured by the union and turned in to the company.

Written authorization of all deductions must be in the company's possession no later than seven days prior to the date when such deductions are to be made.

(Name of company)

(date)

"You are hereby authorized and directed to check off from my wages on the first pay of the month, my initiation fee of \$2.00 and membership dues of \$1.50 per month starting the month of _____. All deductions shall be remitted by you to the financial secretary of the United Electrical, Radio and Machine Workers of America, local _____.

"This authorization shall remain in effect until revoked by me and shall be irrevocable for a period of one year from the date appearing above (or until the expiration of the present agreement between the company and the union—whichever is sooner), at which time it may be revoked by written notice given by me to the company and to the United Electrical, Radio and Machine Workers of America, local _____, at any time during a period of ten days prior to the expiration of the one year period (or ten days prior to the expiration of the present agreement—whichever is sooner). If no such notice is given, this authorization shall be irrevocable for successive periods of one year thereafter, with the same privilege of revocation at the end of each such period.

(employee's signature)

Steward

clock number "

COMPLYING UNION PATTERN

The pattern of union security among the 247 contracts with complying unions is entirely different. Slightly over one half, or 124 of these contracts, provide for union security. The most popular type is the union shop. The next most popular is maintenance of membership, which occurs in thirty-four contracts. Before these types of union security can go into effect, the union must be authorized to sign such an agreement by a majority of all workers in the bargaining unit in an NLRB conducted election. (See Table 3.)

Three fifths of the contracts of complying unions provide for checkoff. This compares with 95.5% for noncomplying unions.

For complying unions, the irrevocable type of checkoff accounts for eighty-four of the 153 contracts with checkoff provisions. Fifty-one of these are irrevocable for one year; and twenty are not only irrevocable for one year but automatically renew themselves for an

Table 7: Combinations of Various Types of Union Security and Checkoff Clauses in 313 Contracts Signed August 23, 1947–September 15, 1948

Source: THE CONFERENCE BOARD

Item	Total		Union Security Provided		Union Shop		Maintenance of Membership		Other		Union Security Not Provided	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total.....	313	100.0	127	100.0	85	100.0	36	100.0	6	100.0	186	100.0
Checkoff provided.....	215	68.7	72	56.7	49	57.6	20	55.6	3	50.0	143	76.9
Voluntary irrevocable.....	78	24.9	27	21.3	20	23.5	6	16.7	1	16.7	51	27.4
Year-to-year automatic renewal.....	45	14.4	15	11.8	12	14.1	3	8.3	0	...	30	16.1
Voluntary revocable.....	86	27.5	27	21.3	16	18.8	10	27.8	1	16.7	59	31.7
Not specified.....	6	1.9	3	2.4	1	1.2	1	2.8	1	16.7	3	1.6
Checkoff not provided.....	98	31.3	55	43.3	36	42.4	16	44.4	3	50.0	43	23.1

additional year unless the worker revokes it during a specified period. Sixty-eight agreements provide for a checkoff authorization that the worker can revoke at any time. (See Table 4.)

CHECKOFF PLUS UNION SECURITY

Union contract negotiators may find Tables 5 and 6 especially useful in showing what types of checkoff are combined with the different types of union security. Table 5 covers the combination among the sixty-six contracts of noncomplying unions; Table 6 deals with 247 contracts of complying unions.

Table 7 shows the relationship of checkoff and union security in 313 contracts, including both complying and noncomplying unions. Of 209 contracts containing checkoff provisions, seventy-four provide for union security and 135 do not. Of the ninety-eight that do not contain checkoff clauses, fifty-seven provide for union security and forty-one do not.

JAMES J. BAMBRICK, JR.

CHARLOTTE JACKSON

Division of Personnel Administration

Employee Education—An Interim Report

IN 1947, THE CONFERENCE BOARD laid plans for a comprehensive investigation and analysis of industrial activity in the field of employee education. Educational activities were tentatively defined as after-hours programs which, directly or indirectly, attempt to broaden the educational background of the worker in order to make him a better citizen and worker by increasing his understanding of the social, political and economic principles and forces which affect the American way of living and working. The educational program was in no way to be considered a part of any company training program.

Viewed from a distance, the project had a deceptive simplicity. But as the work progressed, it became evident that the subject was complex, many sided and open to various interpretations.

PREVENTS MENTAL DETERIORATION

Employee education has been described by management in a wide variety of ways. Some look upon it as a program aimed at explaining to workers the advantages of democracy and free enterprise. Others take a more subjective view and say that the program is an antidote for "hate-your-boss" attitudes. A few regard the subject as a means of preventing or retarding mental deterioration which, they believe, sets in at the end of an individual's formal schooling. Others describe the employee education program as a course of subjects too specific to be offered in school and college curricula but which are important in the employee's subsequent business education. Some see it as an opportunity for improving employee relations and providing an emotional outlet in activity which brings workers together through a social, recreational program, with only a slight pretense at education.

Probably the greatest number look upon employee education as an attempt to release the worker mentally from the cramped confines of his bench, ma-

chine or desk and figuratively conduct him through the company's over-all operations. A few describe employee education as completely futile and merely a method of dissipating company funds.

It is quite likely that each of the above concepts accurately describes the individual experiences or objectives of companies which have, or used to have, a program of employee education. Add to these varied and sometimes contradictory descriptions the infrequent comment: "Employee education? What is that?" and it becomes even more difficult to determine what it is.

COMMENTS ON EDUCATION PLANS

The following quotations give a cross-section of the broad range of employee education program objectives. The excerpts come from correspondence and other material received in connection with the study:

"We hope to successfully teach the employee group the soundness of the free enterprise system."

* * *

"No one appreciates more than I do how dangerous and difficult it is for an institution to attempt to influence its own employees with respect to political economy, etc., but surely the executives directing such bodies have some responsibility for at least putting their employees on guard with respect to the insidious activities of professional propagandists for various forms of Utopian statism."

* * *

"It is my opinion that education to indicate the futilities of collectivism and communism and to prove the real worth of freedom and enterprise is, at the present time, far more important than formal classroom education."

"It is also my opinion that if we are to save this Republic from the collectivists and their influence on the partially educated public, who have never been taught where
¹See "The American Way" in *The Management Record*, Nov. 1947.

the greatness of our country lies—that is, the principles behind the Declaration of Independence, the Constitution and the Bill of Rights—the cause for freedom will have been lost. This, of course, applies not only to people who are working in the factories but people in all walks of life.”

* * *

“According to the Wonderlic Personnel Test, the average high school graduate at age of 70 scores 30% lower than at age of 20; and the score of the average grammar school graduate declines 20% during the same period. How we stand in need of adult education!”

* * *

“The general education offered by our school attempts to supplement vocational education by enriching the life of the student with cultural interests, by widening his scope of knowledge and thus helping him to meet the enforced changes in vocational and social experiences which are a part of an ever-changing society.”

* * *

“We believe it to be better for all concerned to limit classes to subjects which normally are not available at the high school or other schools in the vicinity. Many of these subjects are of value to our workers in connection with their present vocations or future progress with the company.”

* * *

“Much of the educational work we do relates to how business is conducted, economics, and good citizenship, or the respective rights of individuals in a free society.

“I personally do not regard this as our job. Certainly these are subjects that the public schools should teach beginning at the earliest grades so that there will be a basic understanding by the time the young man or woman applies for his or her first job. Yet ignorance of these subjects on the part of the young high school graduate is simply appalling, and industry has no alternative except to undertake the job that the schools should have done.

“What is more shocking is that there is a growing, unthinking belief on the part of the general public that this is properly a job for industry to do. To explain the principles of business, economics, and life in a free society as it relates to a particular concern is a responsibility of that company. To give a basic course, however, in business economics and citizenship should not be considered to be industry’s responsibility.”

* * *

“The school offers a convenient and inexpensive opportunity to those ambitious employees who desire to prepare themselves for their chosen work, improve their background of knowledge for their present job, or undertake some worthwhile activity for their leisure time.”

* * *

“I quote from John Ruskin: ‘I say, without seeking, truth cannot be known at all. It can neither be declared from pulpits, nor set down in articles; nor in any wise prepared and sold in packages ready for use. Truth

must be found for every man by himself out of the husk; with such help as he can get, indeed, but not without stern labor of his own.’”

* * *

“Four nights a week, Monday to Thursday, the classrooms are filled with students. Some are young, apple-cheeked and lately removed from high school. Others are graying and possibly grandfathers. All are seeking self-improvement.”

* * *

“It seems to me that our immediate problem is that of proper human engineering. We can do anything with production on machines but we haven’t made much progress in increasing human effort and interest in the job. Every device of management—shorter working hours, increased pay, profit sharing, bonus and incentive plans, stock purchase, welfare and recreation program, suggestion systems and even giving the business to the employees—has failed to produce genuine employee interest in the job and in the enterprise.

“Publicity and education seem to offer the only solution to the problem. If industry would spend one tenth of the amount now expended in advertising its products to tell its employees about the industry and the importance of their jobs, some progress would be made in the direction of creating job interest and genuine interest in the enterprise. The general advertising value would not be lost in this process because employee public contacts would insure its spread.”

* * *

“At times we have tried to assist some of our young people who seem to have possibilities by offering to pay their expenses in correspondence courses and attending one educational institution in particular. With the exception of some of our oldest employees who have been valuable to us down through the years and who were assisted in their early days, there have been very few who care for any help from the company. They feel they want to be independent and not subservient in any way and the company should have no moral lien on their purposes in life.”

* * *

“A few years ago, this company attempted to place at the disposal of its employees a number of educational opportunities, the cost of which were to have been defrayed by us. We found immediate response and were highly gratified at the participation. However, the enthusiasm seemed to dwindle after only a few short months, with the result that the participation dropped very sharply. Only a few maintained an active interest.

“Our investigation of the matter led us to deduce that any after-hours educational program constitutes a strain on the employee which only the most ambitious and determined seem to overcome. These few would have taken the same courses regardless of our help. Hence, we were forced to conclude that the amount of benefits obtained as compared with the cost of such a program was a very poor return on the investment.”

"We have been pleased to note in recent years an increasing interest on the part of many of our younger employees, particularly in the entire field of adult education, along the lines closely related to our work."

* * *

Such a vast dissimilarity in the objectives of employee education programs opens a wide field in which THE CONFERENCE BOARD can continue its investigation. In fact, it is quite likely that the study will have to go far beyond an analysis of after-hours educational activities in the classroom or through correspondence courses.

Among those who contributed to the pilot study¹ are a number who expressed a belief that most of the previously stated objectives of educational activities could best be reached through informational programs. By means of company newspapers and other printed media and through the use of group meetings and special activities, such as open house affairs, they seek to broaden the employee's knowledge of company operations and the individual worker's part in them, rather than through the broader and more general scope of an after-hours educational program.

In a few cases, citizen groups have founded community projects for the purpose of bringing the population at large a clearer understanding of the political, social and economic system in America. Programs of this type are now being carried out in such places as Peoria, Illinois, Somerset County, New Jersey, and Syracuse, New York. In the latter community, employee education is secondary to the larger program.

But there are also those who believe that employees must reach a certain level of educational development before they can effectively understand the informational material which their companies give them. They contend that informed employees are not necessarily educated employees. A middle-of-the-road group maintains that the argument is largely a matter of semantics; that both the informational and the educational advocates are striving for the same objective but by separate routes.

Both sides give evidence of supporting to some extent the statement made in 1923 by George E. Roberts in his book on employee education²:

"The processes of production and exchange have been developed and extended until they have reached beyond the view and comprehension of many engaged in them. As a natural result, misunderstandings multiply in the relation between the various groups whose cooperation is required. . . . The workers who tend a blast furnace . . . are not able to calculate the actual relationship between their services and the value of things which comprise their daily purchases, or even between the pay they receive and the value of the furnace product. . . ."

¹*Road Maps of Industry*, No. 630, "Extent of Voluntary Education Programs in 1,140 Companies"; and No. 634 "Information Programs and Media in 1,140 Companies."

²"Education and Industry," by Henry C. Link, Ph.D. The Macmillan Company, 1923.

"Here then is a fundamental need for education about industry. There must be a general understanding of the industrial system by which society supplies its wants, of the benefits that all derive from it, the responsibilities they have under it, and of the economic laws and forces which tend to accomplish a just distribution of benefits."

It will undoubtedly come as a surprise to many to learn that the need for employee education was similarly advocated a quarter of a century ago.

One contributor to the study pointed out the interrelation of educational and informational programs:

"The employee has a great desire to know the whys and wherefores of company operation and policies, and when these things are explained to him, he shows a remarkable understanding. He wants to feel that the job he is doing has some meaning. A detailed picture of the company helps to give him an understanding of his work and helps to satisfy that feeling. Thus, an employee who has been given something of a picture of America's economic structure, the relationship of his company to that structure, an understanding of the reasons for various company policies, and how his company gets and produces business, begins to have an appreciation of the importance and meaning of his work. Out of this can come better morale and understanding which result in better and more efficient work."

Alexander R. Heron has this to say about the bench-ridden employee:¹

"The limited interest of workers in their own work is an amazing indication of the extent to which we have allowed the significance of the modern specialized task to be obscured. One company whose management prides itself on its modern practices in employee relations recently scheduled an 'open house,' during which visitors were specially invited to see the work in progress. One of the shocking surprises was the number of employees who used their own time off to go through the plant as visitors. They wanted to see the processes related to their own work. One employee who had worked for twelve years on a process of converting a product made in one section of the mill and who went through as a visitor explained that he had always wanted to see the basic manufacture of the product on which he worked but had never had the chance before!"

It is improbable that the final study will show a precise formula or method for devising and administering a program of employee education or information. As one executive expressed it:

"It is difficult to evaluate what is the most effective method for increasing employees' understanding of the company's operations. I don't think there is any one program which will do it or any one formula. It must be constantly in the minds of top management and constantly in the minds of people in key spots such as personnel manager, editor of the employees' newspaper,

¹"Sharing Information with Employees," Stanford University Press, 1942.

etc. Then, at every opportunity available, information can be put out in one direction or another or in one form or another which tells about the company, what it is doing, what its problems are, and where it is going."

Going a step further, one individual reported:

"We must first make it possible for people to get answers to questions on their minds before we try to inform them on subjects we think they should know. Give them what they want to know."

It is quite probable that the effectiveness of any information-sharing program will depend largely on the type of experiences employees have had with the company. Where there has been a recent history of

low worker morale caused by any of the factors which lead to poor personnel relations, many employees regard with suspicion anything which the company tells them in spite of the accuracy and veracity of the statements. The most careful preparation and presentation of informational material will mean nothing if employees will not listen, or having heard, refuse to believe.

Obviously, employee education is a chameleon whose basic form remains unaltered while it changes color to whatever hue is appropriate for each new circumstance.

ELMER W. EARL, JR.

Division of Personnel Administration

Mr. Jayhawk Helps with Safety

MR. JAYHAWK, a mythical bird from the state of Kansas, plays an important role in the safety program planned for the 1100 employees of the Spencer Chemical Company in Pittsburg, Kansas. According to the company's safety director the activities of the little cartoon character, who regularly appears in the safety manual, on bulletin boards, and in the company house organ, *The Jayhawker*, never fail to stimulate employee interest in new safety practices or suggestions.

The jayhawk, as shown in the accompanying safety booklet illustrations, has two major functions: (1) to dress up the safety manual and thereby increase employee interest in its content; and (2) to demonstrate dramatically the dangers of carelessness. But the uses of familiar and popular cartoon figures are considered unlimited. The company believes they are particularly effective in visual training programs. An example of this application is shown in the cartoon illustrating the right and wrong methods of lifting heavy objects. Cartoons are also used to remind workers tactfully of their safety responsibilities to themselves and to their fellow employees.

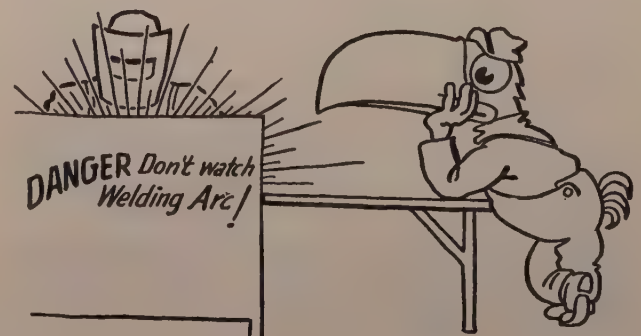
Continuous training is the keynote of the company's safety program. This is accomplished through:

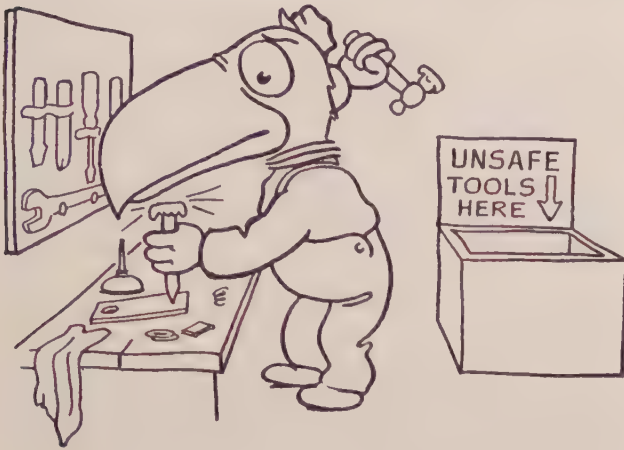
1. Individual instruction on the application of safety principles to job operations.
2. Safety committees. Committees are formed of employees selected by department supervisors. Committeemen rotate at three-month intervals so that all workers can participate in the program. The committees, under the direction of the safety supervisor, conduct plant inspections and submit safety recommendations to management.
3. Safety instruction courses for foremen and supervisors. Classes are conducted by outside organizations,

including the United States Bureau of Mines, insurance companies and the National Safety Council.

4. Safety classes for hourly workers. Classes are conducted by various plant employees, including the safety director, plant superintendents, fire chief, plant chemists.

5. Safety meetings. One-hour meetings are held for operational employees at six-week intervals. Thirty-minute meetings are conducted for maintenance, construction, technical and research personnel every two weeks. Sixteen-millimeter sound films are used to demonstrate safety practices. Outside speakers are occasionally invited to





address the groups. The purpose of the meetings is to keep employees informed on new safety practices and accident trends.

In addition to safety training, the company regularly conducts three types of contests:

1. Interplant contests. Trophies are awarded to the plants maintaining the lowest accident frequency rates during specified six-month periods.
2. Safety-driving contests. Full-time drivers compete for a \$25 award for a full year of safe driving.
3. Plant contests. In this case, departments or buildings compete for the credit of working the longest number of days without lost time accidents.

Safety suggestions are considered important, too. The employee who submits the best safety suggestion of the year receives an award of \$100 in addition to the award presented for each acceptable suggestion.

ETHEL M. SPEARS
Division of Personnel Administration

Labor Press Highlights¹

Curtains (Iron) for Czech Unions

News that the Czechoslovakian General Confederation of Labor is pressing for a six-day week to replace the current five-day one brought an immediate blast from AFL President William Green, reports the *AFL Weekly News Service*. Mr. Green cites this development as sufficient proof that no labor organization can remain free under communism. The Czech Confederation's announcement on the need for a longer work week said, in part, "If anybody is so foolish as to think that the five-day week is modern progress we have to remind him that in the whole history of the workers' struggle there has never been any talk about a shorter working week, but only shorter hours."

Rubber Workers Net Low Cost Gains

President L. S. Buckmaster of the United Rubber, Cork, Linoleum & Plastic Workers, CIO, claims that 1948 wage increases for rubber workers amount to about twenty million dollars in the Big Four, and about nine million dollars in locals outside the Big Four. Writing in the *United Rubber Worker*, Mr. Buckmaster reports that in most cases, the new wage levels were won without strikes. The rubber workers' chief also says that despite the Taft-Hartley handicap, ninety local unions, fifteen more than last year, now have the union shop.

It's Time To Sign: Wolchok

After ordering four Manhattan locals of the Retail, Wholesale, and Department Store Union, CIO, to file non-communist affidavits, union President Samuel Wolchok explains the move in the *Retail, Wholesale and Department Store Employee*. He says that the complying national union has not wanted to invade the locals' autonomy. But failure to sign the affidavits has jeopardized the entire union, says Mr. Wolchok, because employers now have loopholes through which to shed contracts, and AFL raiders have easy pickings.

CIO Oil Workers Seek Pensions

Pensions for oil workers will be the next big demand of the Oil Workers International Union, reports the *Oil Worker* (OWIU, CIO). Various methods of financing the retirement fund are being considered by the oil workers, including royalties on each barrel of oil, payment outright from oil company profits, and joint financing by employee and employer.

Hiring Hall Open to Nonunion Men

The controversial union hiring hall was one of the key features gained by the Seafarers' International Union under

¹From the September labor press.

its new contract with the Atlantic and Gulf Ship Operators. According to *Master, Mate and Pilot* (Masters, Mates, and Pilots of America, AFL) SIU was able to retain the hiring hall by providing in the contract that nonunion men could be hired through the hiring hall.

ERP for Unions, Too

The Upholsterers International Union, AFL, is the first American trade union to affiliate with the International Federation of Building, Furnishing and Woodworkers, reports the *UIU Journal*. The International Federation has headquarters in Amsterdam and has furniture worker members in Great Britain, France, Luxemburg, Holland, British occupied Germany, and the Scandinavian countries. In joining the European federation, the UIU, according to the *Journal* report, will seek AFL funds to support the European trade unions in combating communistic elements.

GI's Hear Labor's Side

More than 800 enlisted men and noncommissioned officers at Ft. McPherson, Georgia, heard Frank McAllister of the Georgia Workers Education Service discuss trade union history and practices. One of a series, the lecture, reports the *Southern Teamster* (Southern Conference of Teamsters, AFL), was accompanied by an AFL film strip depicting American trade union history.

CIO To Help Fishermen

The CIO will spearhead a drive for federal legislation to aid the sponge fishermen and to initiate a sponge conservation program, reports the *CIO News*. The move was prompted by 800 CIO sponge fishermen in Florida who fear loss of their livelihood as a result of a spreading sponge blight.

It Pays To Be a Student

Thirteen weeks under the Harvard Trade Union Fellowship Program, all expenses paid plus salary, will go to the winner of the Upholsterers International Union's scholarship award competition, reports the *UIU Journal*. The award will be made annually and all expenses will be borne by the international union.

Put Damper on Dry Solons

With the jobs of a claimed 56,000 Indiana AFL members at stake, the Indiana Workers Protective Committee, the antidry arm of the Indiana State Federation of Labor, reactivated itself to work for continuance of the alcoholic beverage industry. The *Labor Forum* (Southern Indiana AFL) reports that first moves were aimed at state legislators to determine whether they sympathized with the return of prohibition.

Raps Importation of European Craftsmen

Canadian-sponsored advertisements in German papers offering employment in Canada to 700 carpenters and con-

struction workers drew an official protest from the United Brotherhood of Carpenters and Joiners of America, AFL. The Brotherhood's message to the Canadian Government, reports the *Union Labor Record* (Springfield, Mo., Building Trades Council), stressed two points: the danger during a depression to Canadian wage earners from imported labor competing for jobs; and the weakening of the European continent in its reconstruction efforts should Canada and the United States siphon off Europe's skilled labor.

LABOR BRIEFS

Meddlesome

A. D. Lewis, organizing chairman of UMWA's District 50, according to a report in *The News* (District 50, UMWA), wants Congress to repeal both the Taft-Hartley Act and the Wagner Act and put a stop to "bureaucratic meddling" in labor's affairs.

Defense

Stating that "we are heading into a serious national election . . . and only fools ignore the handwriting that is already on the wall," the *Textile Challenger*, (United Textile Workers of America, AFL) calls for all UTWA locals to support the ten cents per member per month defense fund drive inaugurated by the executive council.

Grounded

The Bakers and Confectioners Journal (AFL) reports that a Kansas City local of a construction union has bought a farm and the produce from it goes to sick and disabled union members.

Skyward

Flying-time pay (\$1.50 an hour above base pay) for machinists who go on check flights has been added to a contract between Machinists' District 9 and the McDonnell Aircraft Corporation at Lambert-St. Louis Field, reports the *St. Louis Labor Tribune* (AFL unions in St. Louis).

HAROLD STIEGLITZ

Division of Personnel Administration

Open Season on Labor Relations Directors?

A punch in the nose is no longer an occupational hazard limited to prize fighters. It is a recognized occupational risk of conducting union-management negotiations. At least that is what the New Jersey Supreme Court said when it ruled that the labor relations director of one company was entitled to workmen's compensation after suffering "bodily injury" from a union leader during contract negotiations. The court acknowledged that fights were bound to occur when obstinate labor leaders and management representatives meet across the bargaining table. But, warned the court, this was not to be construed as declaring open season on labor relations directors.—Council Compass (Council of Western Electric Technical Employees, N. J.)

Paid Sick Leave in Union Agreements

UNTIL recently, it was the employer who unilaterally initiated group insurance and other employee benefit plans. Now the unions are demanding a voice in their adoption and administration. The first employee insurance programs negotiated with the unions provided for the employer to contribute a definite percentage of payroll. These sums were turned over to the union which administered them and paid out the benefits. To prevent the diversion of these funds to other purposes the Taft-Hartley Act contained restrictive provisions regarding them.

None of the contracts analyzed by THE CONFERENCE BOARD which have been signed since the passage of the Taft-Hartley Act contain union welfare fund provisions. Instead, they provide for various disability and death benefits through group insurance, Blue Cross service and company-funded plans.

In all, only 30% of the 373 agreements analyzed provide for either group insurance or paid sick leave. Sixty-nine contracts, or 18.5%, contain group insurance provisions, forty-two provide for paid sick leave and ten combine group insurance and paid sick-leave provisions. (See Chart 1.)

Of 373 agreements, fifty-two, or 14%, incorporated paid sick-leave provisions.¹ Thirteen of the fifty companies concerned,² or 26%, are public utilities. Chemicals, metal products and machinery account for another eighteen companies, or 36%. The remaining nineteen companies are in almost as many industries. Twenty-eight agreements have been negotiated with unions affiliated with the AFL, thirteen with the CIO, and eleven with independent unions. Twenty-four different unions are represented. The Brotherhood of Electrical Workers (nine contracts), the Office Employees International Union (six contracts), and the International Chemical Workers (five contracts), all affiliated with the AFL, figure prominently.

Two essential differences between group insurance plans and paid sick-leave provisions are the amount of benefits and the waiting period. Employees are usually paid their full salary up to the maximum allowed under the paid sick-leave provisions. Under group insurance they receive only a portion of their wages. The employee is frequently paid from the first day of incapacity under the paid sick leave, but under group insurance he must usually wait seven days before benefits start.

The length of service required for participation in

paid sick-leave provisions ranges from one month to ten years. The largest group (30%) requires one year's service before the employee is eligible. Nine contracts, or 17.3%, apparently contain no minimum service requirements. (See Table 1.)

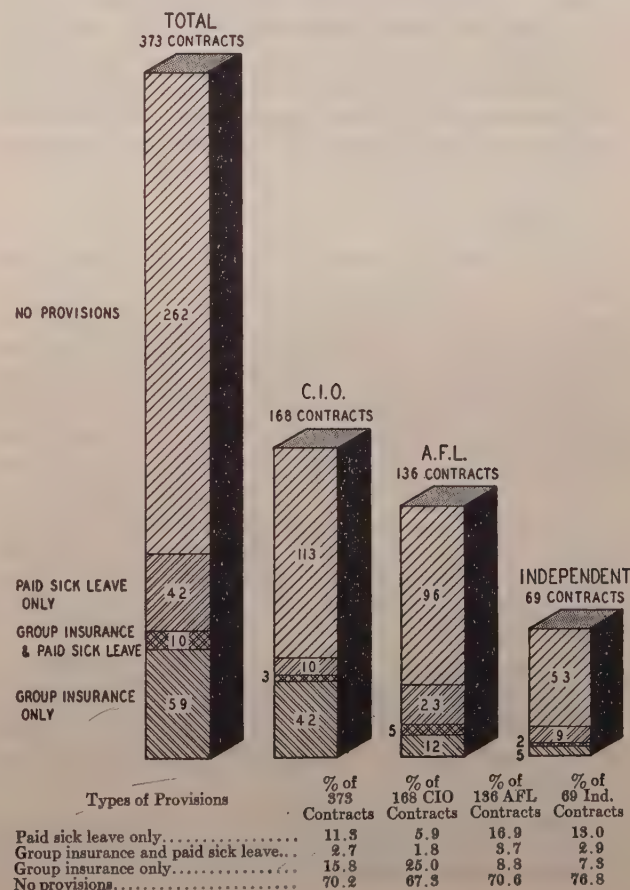
While these benefits apply only to members of the union with which the agreement is negotiated, the employer frequently has a similar arrangement for employees who are not members of the union. Eight contracts are with white collar unions and cover office employees only.

AMOUNT OF PAID SICK LEAVE

Paid sick-leave plans are divided into two general types. One is the uniform type, providing all employees who meet service requirements with the same

Group Insurance and Paid Sick Leave Provisions of Contracts Signed since the Taft-Hartley Act, June 23, 1947

Source: THE CONFERENCE BOARD



¹The provisions regarding group insurance have been analyzed in a preceding article, "Group Insurance in Union Agreements," *The Management Record*, August, 1948, p. 393.

²Two companies had two agreements each.

Table 1: Minimum Service Requirements for Paid Sick Leave

Minimum Service Requirement	Number Contracts	Per Cent
No service requirement.....	9	17.3
Thirty days.....	5	9.6
Sixty days.....	1	1.9
Sixty-four work days.....	1	1.9
Three months.....	1	1.9
Five months.....	1	1.9
Six months.....	7	13.5
One year.....	16	30.9
Two years.....	1	1.9
Five years.....	1	1.9
Ten years.....	1	1.9
Information not available.....	8	15.4
Total.....	52	100.0

benefits. The other type, the graduated plan, provides for increases in the number of days or weeks of sick leave granted as the employees' length of service increases. Twenty-seven of the fifty-two contracts, or 51.9%, are of the uniform type; and twenty-two, or 42.3%, are of the graduated type.

The amount of sick leave under the uniform type ranges from one week's full pay to one hundred days' full pay. In over 60% of the uniform plans, the amount is one week but less than two weeks. (See Table 2.)

Nine of the uniform paid sick-leave plans are supplementary to group insurance plans. Five plans provide full pay for the one week waiting period under group insurance. In three plans, the company pays the employee for the waiting period at the same rate as the insurance benefit. In one plan, the employee receives four dollars a day for five days.

Graduated Type

The amount of benefits granted under graduated paid sick-leave plans are more varied than under the uniform type as very few are alike. The minimum and maximum amounts granted are shown in tables 3 and 4. There is greater uniformity in the minimum sick leave allowed than in the maximum. One week is the amount of minimum paid sick leave provided by the largest single group, followed, in order of frequency, by one day's pay and by two weeks' pay.

The amount of maximum leave varies from five days to twenty-six weeks. More than half of the fifty-two agreements, including both uniform and graduated types, however, provide for less than three weeks' sick leave.

Various methods are used to compute the amount of leave to which an employee is entitled under the graduated plans. Here are some examples of plans which grant leave in direct ratio to months or years of service:

One week's full pay, plus one week's half pay for each year of service. (*A public utility company and the International Chemical Workers, AFL.*)

Six months' service, five days' full pay. Thereafter, one work day added for each month of service; maximum 135 days. (*A public utility company and the International Brotherhood of Electrical Workers, AFL.*)

One week at full pay for each year of service up to ten years. After ten years' service, one week at one-half pay for each additional year's service; maximum ten weeks' full pay plus ten weeks' half pay. (*A public utility company and the Oil Workers International Union, CIO.*)

Other plans graduate the amount of sick leave on

Table 2: Amount of Paid Sick Leave Under Uniform Plans

Amount	Number Contracts	Per Cent
1 week's full pay but less than 2 weeks.....	13a	48.2
2 weeks' full pay but less than 3 weeks.....	4	14.8
4 weeks' full pay office; 2 weeks' full pay maintenance workers.....	1	3.7
8 weeks' full pay.....	1b	3.7
3 weeks' full pay plus 12 weeks' half pay.....	1	3.7
20 days' full pay plus 20 days' half pay.....	1	3.7
1 week at insurance rate.....	3	11.1
5 days, \$4 a day.....	1	3.7
4 weeks, \$10 a week.....	1	3.7
100 days, \$2 a day.....	1	3.7
Total.....	27	100.0

aIn one agreement, benefits, given for occupational disability only, are limited to full pay ten days each year. Disability pay limited to five days for one injury.

bGiven for occupational disability only; deduct workmen's compensation.

Table 3: Minimum Amount of Sick Leave Under Graduated Plans

Minimum Leave	Number Contracts	Per Cent
One day's full pay.....	7	31.8
One week or 5 days' full pay.....	9	40.9
Ten days' or 2 weeks' full pay.....	3	13.5
Forty hours' half pay.....	1	4.6
Ten days' half pay.....	1	4.6
Six weeks' half pay.....	1	4.6
Total.....	22	100.0

the basis of length of service, but not in direct ratio to years of service. Examples follow:

Length of Service	Amount of Sick Leave
2 mos. but less than 4 mos..	1 day's full pay
4 mos. but less than 7 mos..	2 days' full pay
7 mos. but less than 10 mos.	3 days' full pay
10 mos. but less than 12 mos.	4 days' full pay
12 mos. or more.....	5 days's full pay

(*An aviation company and the International Brotherhood of Electrical Workers, AFL*)

1 yr.	1 week's full pay
2 yrs.	2 weeks' full pay

(*A chemical company and the UAW-CIO*)

1 yr. but less than 2 yrs....	6 working days at full pay
2 yrs. but less than 3 yrs...	9 working days at full pay
3 years or more.....	12 working days at full pay

(*A transportation company and the Office Employees International Union, AFL*)

Length of Service	Amount of Sick Leave
6 mos. but less than one yr..	50% base pay for 6 wks.
1 yr. but less than 3 yrs....	55% base pay for 10 wks.
3 yrs. but less than 5 yrs....	60% base pay for 18 wks.
Over 5 yrs.....	66 2/3% base pay for 26 wks.

(A chemical company and the Plumbing and Pipe Fitters, AFL)

Nearly half of the plans provide for the employee to receive benefits from the first day of disability. (See Table 5.) In nine plans which have a waiting period, benefits are paid retroactively to the beginning of the disability if the employee is absent for a specified period, usually seven days.

WORKMEN'S COMPENSATION CASES

Occupational accidents are exempt from payment of benefits in the majority of the plans. In twenty-one of the fifty-two agreements, or 40.4%, the employee suffering from an occupational accident receives additional benefits under the sick-leave plan, as follows:

Policy	Number of Companies
Full pay for waiting period.....	4
Workmen's compensation rate for waiting period..	3

Table 4: Maximum Amount of Sick Leave Under Graduated Plans

Maximum Leave	Number Contracts	Per Cent
5 days' full pay.....	1	4.5
2 weeks' less than 3 weeks' full pay.....	5	22.7
3 weeks' full pay.....	1	4.5
30 days' full pay.....	1	4.5
6 work weeks' full pay.....	1	4.5
40 working days' full pay.....	1	4.5
60 days' full pay.....	4	18.2
15 weeks' full pay.....	1	4.6
720 hours' full pay.....	1	4.6
135 working days' full pay.....	1	4.6
26 weeks two-thirds pay.....	2	9.1
10 weeks full pay, 10 weeks one-half pay.....	1	4.6
One-half pay for periods varying with length of service.....	2a	9.1
Total.....	22	100.0

aIn one company this is in addition to insurance payments; the employer may limit the total amount paid under both plans to normal pay.

Table 5: Waiting Period Before Paid Sick Leave Benefits Begin

Length of Waiting Period	Number Contracts	Per Cent
None.....	25	48.1
One day.....	1	1.9
Two days.....	5a	9.6
Three days.....	9b	17.3
Seven days.....	9c	17.3
Details not given.....	3	5.8
Total.....	52	100.0

aIn one plan, employee receives benefits for waiting period if his disability extends beyond the waiting period.

bIn three plans, employee receives benefits for waiting period if his disability extends beyond the waiting period; in another plan, employee receives pay for waiting period if employee is out ten days or more and sick leave exceeds total number of days accrued.

cIn five plans, employee receives benefits for waiting period if his disability extends beyond the waiting period.

Policy	Number of Companies
Pay for waiting period ¹	1
Full pay for waiting period and then difference between company benefits and workmen's compensation for specified period.....	4
Difference between company benefits and workmen's compensation for specified period.....	4
Company benefits in addition to workmen's compensation for specified period.....	3
Details not given.....	2
Total	21

¹Either benefit rate or workmen's compensation, whichever greater.

ACCUMULATED LEAVE

As a rule, employees are not permitted to accumulate unused portions of sick leave from year to year. Sixteen plans, or 30.8%, allow employees to carry over the unused portion to subsequent years, but a maximum limit is placed on the time that may be accumulated. This amount varies from fifteen days to twenty-six weeks.

An unusual plan providing for the accumulation of sick leave on the basis of service is found in an agreement between a public utility company and the International Brotherhood of Electrical Workers, AFL. Employees receive ten days each calendar year as paid sick leave. After five years' service, one half of the unused portion of the preceding five years is cumulative. After ten years, all the unused portion of the preceding five years may be accumulated.

In only one plan does the employer pay employees in cash for the unused portion of sick leave. In this case, the sick-leave allowance, which is equal to forty hours' pay, is given to the employee in money or in extra time when he receives his vacation allowance.

MALINGERING

Three agreements specify that employees who abuse sick-leave privileges shall be penalized. One agreement specifies that the malingering employees shall be deprived of sick benefits for one calendar year. In another agreement, the employee loses all sick benefits for the current year and the next succeeding contract year.

The third agreement penalizes employees who are absent more than five times as follows: one day is deducted from paid sick leave for the sixth absence; two days for the seventh; and three days for each subsequent absence.

In most agreements, the plan specifies that the employer reserves the right to have the employee examined by the company physician, or to have the employee submit a doctor's certificate.

F. BEATRICE BROWER

ARAX SIMSARIAN

Division of Personnel Administration

Trends in Labor Relations

Company Waives Right to Sue

Almost from the very day the Taft-Hartley Act was passed, union leaders and their attorneys have been seeking clauses to remove their unions from liability for contract violations. Their reason was Section 301 of the act which gives the employer the right to sue the union in federal courts for contract violations. One of the most complete waivers seen so far appears in a contract between a New England employer and a CIO union.

"Waiver of Right To Sue. Notwithstanding any rights or action granted the parties hereto by state or federal law, it is agreed that any and all claimed breaches of this agreement whether alleged to have been committed by the employer, the union, their respective officers and agents, or by employees, and any and all grievances, disputes, stoppages, suspensions of work, and any and all claims, demands or actions resulting therefrom or involved therein, and any and all differences between the parties concerning the interpretation or application of the terms of this agreement shall be settled and determined exclusively through the processes of collective bargaining, and, if that fails, by arbitration as hereinbefore provided."

Canada Enacts Own "Taft-Hartley" Law

Effective September 1, 1948, is Canada's counterpart of the Taft-Hartley Act. It is called the Industrial Relations and Disputes Investigation Act. Officials of companies and unions whose operations embrace Canada are assiduously studying this act.

The new law sets up a ten-man Canadian Labor Relations Board. Chairman of the Board is Justice George Bligh O'Connor of Alberta's Supreme Court. Other members comprise four from labor, four from management, and one from the Canadian Labor Department.

Features of the new Canadian law include a definite procedure for negotiation and conciliation of a dispute, with no stoppage allowed until the formula is completed. No time limits are specified, but it is estimated by Canadian authorities to run as long as eighty days from the outbreak of a dispute.

No work stoppages are permitted during the term of a union contract.

Penalties are provided, for union or employer, in the event of violation.

A union must have the vote of more than 50% of the workers in a bargaining unit before it can get certification as collective-bargaining representative. Under the wartime legislation that the new law sup-

plants, a union needed only 51% of those balloting for certification.

When the union no longer represents a majority the board may decertify it.¹

The new law does not apply to all of Canadian industry. Rather it covers those industries under federal jurisdiction. These include railways, ocean and inland shipping communications, aviation, radio, businesses extending beyond the limits of a single province, and any activity that the Canadian Parliament may declare for "the general advantage of Canada."

Officials of the Canadian government hope that the new federal law will be adopted as a model for legislation in all of Canada's nine provinces. They believe that such action will bring some uniformity out of the existing hodge-podge of labor laws across the country. The Ontario government already has adopted the new law *in toto*. Other provincial governments are considering enacting legislation similar to the new law.

A Day Off for Housework

A unique clause appears in a west coast employer's contract with a local of the United Office and Professional Workers of America, CIO. It provides that the firm's employees, 90% of whom are women, are to get a day off a month for housework. In a letter to THE CONFERENCE BOARD, the business agent of the local union explains how the clause came into being:

"The management of the company complained about a large percentage of absenteeism which was interfering with production, particularly on the middle days of the week, which are the company's busiest. Management recognized that most of the women have homes to maintain and that their absenteeism was due to their need for catching up with their housework and related chores. The following contractual provision was arrived at to alleviate this problem:

"Article VIII—Attendance Bonus. Effective May 1, 1948, each employee who is in attendance on the job every regular working day of such employee of the calendar month, except for absences due to sickness, proof of which shall be furnished to the company, and except for absences which in the judgment of the company are excusable, shall be paid one day's pay for each such calendar month or be granted a day off with pay in lieu thereof at the option of the employee. If the employee elects to accept a day off with pay, such day off shall be on a Monday or on a Friday."

¹Other features of the act appear in an article on page 364 of the *July Management Record*, published shortly after the bill was introduced in the House of Commons. Copies of the act may be obtained from Edmond Cloutier, Controller of Stationery, Ottawa, Canada.

"The intent behind this clause was to provide for a day off each month to afford extra time for those who required it to attend to home duties, with the least possible disruption of production. In order to be fair, this benefit was extended to all employees, and those not requiring the day off would be compensated for the day, if worked, with an extra day's pay per month. This benefit is given provided that the employee's attendance record is perfect for the entire month preceding, with the exception of excusable illness and other similar excusable absence."

The union's business agent says that "the effect of this benefit has been to cut down unexcused absences by approximately 90%. This additional benefit has not placed any extra financial burden upon the employer; in fact, the employer is making money on the deal, since he does not have to maintain additional workers to substitute for excessive and unpredictable absenteeism during the busiest days of the work week."

Discharge Procedure Under Union Shop

Employers since the Taft-Hartley Act have been in a quandary as to how to carry out union requests for discharge under a union-shop clause. The reason is that the Taft-Hartley Act in Section 8(a) (3) states that an employer cannot justify any discrimination against an employee for nonmembership in a labor organization, if he believes that (1) membership is not available to the employee on the same basis as other employees; and (2) membership is being terminated for reasons other than dues.

The procedure to be followed by the employer in case a member does not pay his dues is not very clear. Very few contracts spell it out. A recently negotiated agreement between a midwestern manufacturing company and the International Chemical Workers Union, AFL, however, gives the step-by-step procedure to be followed by the company in case an employee does not pay his dues. An outstanding feature of this plan is that it gives the worker considerable time in which to pay his dues before termination of his employment. The clause follows:

DUES PAYMENTS

"With respect to employees who do not voluntarily authorize the company to make deductions of union dues and union initiation fees, the following procedure shall apply, but shall not become effective until the union has complied with all of the provisions of the Labor-Management Relations Act of 1947 concerning union security.

"First Step—If a member of the union in the established collective-bargaining unit becomes delinquent in the payment of his regular union dues for the month previous to the notification given the company by the union, and such delinquency continues for a period of at least fourteen days, the union may notify the company of this fact by delivering a written notice to the personnel director at the plant. This notice may be in the form of a list of names of delinquents and shall contain the

certificate of a responsible officer of the local of the union at such plant that the members whose names appear in such notice have neglected or refused to pay up their delinquent regular dues.

"Second Step—Upon receipt of the notice provided in the first step, a representative of the company will promptly interview the delinquent member and explain the purposes of the cooperation clause and make a firm request that the member pay up his delinquent regular dues to the union. Promptly after this interview, the company will notify the union that the interview has been held. Thereafter, the company will take no further action until further notice in writing from the union that the member has not paid up his delinquent regular dues.

"Third Step—If, at the expiration of fourteen days following the first notice of the union member's delinquency, the member has not yet paid up his delinquent regular union dues and the union so notifies the company in writing, the company will lay off the member with the understanding that, subject to all the provisions of this agreement, he will be restored to active employment upon paying to the union his delinquent regular dues. If a member of the union is delinquent in payment of his regular union dues more than once in a given contract year, beginning with the second delinquency, the union may, immediately after the delinquency, notify the company by written notice in the form prescribed in the first step but otherwise the procedure in the first and second steps need not be followed and the company will lay off the delinquent member within two days (excluding Sundays).

"Fourth Step—If, at the expiration of five days following the layoff provided in the third step, the member has not paid to the union his delinquent regular dues, a final notice will be sent to him by the company advising him that unless he pays to the union his delinquent regular dues and returns to active employment within five days from the date of such notice, his employment will terminate at the expiration of said five days."

JAMES J. BAMBRICK, JR.

Division of Personnel Administration

Management Book Shelf

Insights into Labor Issues—Essays by seventeen labor economists on such questions as trade union policy under full employment and the meaning of recent wage changes. Collective bargaining is highlighted in studies of multiple-employer bargaining, bargaining by professional societies, and settlement of grievances. *Edited by Richard A. Lester and Joseph Shister. The Macmillan Company, 1948, 378 pp., \$4.*

How to Make a Wage Survey—Points out the need for timely, comparable, meaningful wage data. Tells how to make wage surveys which will yield reliable results. *By David W. Belcher and Herbert G. Heneman, Jr., Industrial Relations Center, University of Minnesota, 1948, 60 pp.*

Evaluating Sales Jobs¹

SALES jobs were omitted from the job evaluation programs of most companies until a few years ago. Even now, selling positions are evaluated only in isolated companies. But interest in the subject is growing.

Statistics on salesmen's earnings show that a few salesmen earn more than top executives in their respective companies. Other salesmen, according to the figures, earn less than some unskilled laborers. Between is a range of salaries, commissions and bonuses so broad as to defy any attempt at general classification.

Salesmen's duties also fall into broad ranges. At one extreme are those jobs which revolve around a relatively simple clerical routine. At the other are those which require advanced technical knowledge and superior salesmanship in the face of stiff competition and arduous working conditions.

Undaunted by these broad ranges, a number of companies have made carefully prepared job descriptions of their sales positions in an effort to evaluate them in relation to nonsales jobs. Some of the companies have been successful in this work. A few, however, have concluded that the factors normally used to evaluate factory, office and even supervisory and professional jobs are insufficient to measure accurately the entire scope of the selling job. In some cases, the chief obstacle crops up when they try to evaluate the salesmanship factor. There is still a popular notion that salesmanship is a mystical, elusive quality possessed by a specially favored hierarchy.

WHERE SELLING IS MECHANIZED

Under these circumstances it is not surprising to find that sales executives have been somewhat reluctant to evaluate selling positions in the same manner as their nonselling jobs have been evaluated. Yet, as one executive has said: "There is a great need today for the larger companies . . . to develop . . . systematic job evaluation methods for sales as well as other types of jobs. They should make every effort to see that the basic compensation of all types of employees within the organization is based on a logical, systematic and defensible basis of relationships. The problems of distribution are such that appropriate compensation for salesmen becomes more and more important."

In spite of the difficulties encountered in evaluating

¹Case studies of programs of a number of companies which have evaluated selling positions will be given in a personnel study scheduled for publication shortly. A few of the highlights are presented here.

sales jobs, some progress has been made in recent years, though to a considerably lesser degree than in evaluating factory and office jobs. The greatest advance has been made in evaluating those positions in which the element of salesmanship has all but disappeared. These are the sales jobs which have become mechanized and diluted through the use of dealer, jobber and distributor sales organizations and through national, all-media advertising programs. These are the jobs in which the "salesman" rarely sees the ultimate consumer or buyer and therefore never influences a buying decision.

EVALUATING INCENTIVE-BASED JOBS

Compensation for sales jobs of this kind is usually on a straight-salary basis, there being little or no opportunity to establish an incentive plan measuring individual performance. Thus the job becomes less complex from an evaluation standpoint than one which is based on a salary-and-incentive or straight-commission plan. Salary-based plans account for most of the sales jobs found in job evaluation programs.

Some authorities declare that evaluation of a sales job based on an incentive plan is no more difficult than evaluating a straight-salary sales job. They point out that the base salary should measure the standard duties and requirements of the job itself and that incentive earnings should measure the individual's performance over and above these standards.

This raises a singular point of distinction between sales and nonsales jobs. Selling positions place salesmen in the position of being potentially able to make a large contribution to the company's growth and profit by securing a large volume of desirable orders. This potential is seldom found to the same degree in any other position except those of top executives. When such potentials exist in a selling job, it becomes even more necessary to define accurately the basic job content. The description will give in detail the specific duties and objectives which the company expects its average salesmen to accomplish. The incentive plan then rewards salesmen for exceeding these standards.

ON STRAIGHT COMMISSION JOBS

Although a few companies have evaluated straight-commission jobs it is unlikely that such programs will soon find wide acceptance. Companies employing salesmen on a straight-commission basis usually feel that sales volume alone is the sole criterion of sales

performance. It is under these conditions that salesmen sometimes earn more than their chief executives earn.

But this does not mean that straight-commission selling is, by nature, not suited to job evaluation. Under certain conditions these jobs, too, might appear in the job evaluation program. A parallel example of this arose during World War II when many companies initiated job classification and evaluation programs for nonselling jobs in order to meet government requirements for pay increase applications. Many who formerly believed that they could never reconcile the differences between jobs found that there was a relationship in spite of occupational differences. Considerable progress was made in the use of job evaluation techniques for shops and clerical jobs and to a lesser extent for supervisory and sales positions.

There is still no surging trend toward the acceptance of job evaluation principles for selling positions generally. But there is some evidence that more and more companies are studying job evaluation's application to selling jobs in order to arrive at a more logical and defensible salary scale than that previously determined by arbitrary decision or expedience. The forthcoming study will discuss the special problems involved in evaluating selling positions in addition to examining a number of current programs.

ELMER W. EARL, JR.

Division of Personnel Administration

NLRB Upheld on Pensions

THE United States Circuit Court of Appeals on September 23 held that company pension plans, like wages and hours, must be submitted to collective bargaining at the demand of the union. This decision, if it is sustained by the United States Supreme Court, may have far-reaching effects on the future of company pension plans.

The case in question involved the Inland Steel Company which had retired a number of employees at sixty-five under a compulsory retirement provision of its pension plan. The United Steelworkers (CIO) carried the case to the National Labor Relations Board, which sustained the union's contention that pension plans came within the meaning of the terms "wages" and "conditions of employment" as used in the Taft-Hartley Act and were therefore a subject which should be bargained collectively with the union upon its demand.¹

The Circuit Court of Appeals stated in its decision

¹For a detailed account of the NLRB ruling, see "Significant Developments in Pension Plans," *Management Record*, May, 1948, p. 277.

that it was convinced that the language employed by Congress, considered in connection with the purpose of the act, so clearly included a retirement and pension plan as to leave little room for construction. It also states that, while a reasonable argument could be made that the benefits flowing from such a plan are not wages, the more logical argument is on the other side and certainly there is no sound basis for the argument that such a plan is not clearly included in the phrase "other conditions of employment."

The company held that a fixed retirement age was advantageous to employees because it gave advance notice of the time of retirement. The court held that it was unable to differentiate between the conceded right of a union to bargain concerning a discharge, and particularly a nondiscriminatory discharge, of an employee, and its right to bargain concerning the age at which he is to retire. The judges concluded that there would be no point in bargaining over seniority rights if the company were permitted arbitrarily to fix the retirement age, which might then be set at fifty, forty-five, or any other age the company found convenient.

It is reported that the company will appeal this decision to the United States Supreme Court.

The United Steelworkers (CIO) officers have not as yet signed the noncommunist affidavits and therefore cannot take advantage of the bargaining provisions of the Taft-Hartley Act. The union, therefore, asked the court to pass on the constitutionality of these affidavit provisions when it ruled on pensions as a proper subject of collective bargaining. By a two to one vote, the Court ruled constitutional the provision requiring noncommunist affidavits of union officials as a requisite for using the facilities of the act.

—F. B. B.

U. S. Rubber Boosts "Our Town"

A series of "Our Town" stories on the various plant cities of the company is appearing in current issues of *Us*, United States Rubber Company's magazine for employees. This month, Hogansville, a textile plant community in Georgia, is featured. Nine pages of photographs and text describe work, play and company community cooperation in the town. Intended primarily for employees, the series has been found to be of equal interest to plant city people, businessmen and civic leaders and to customers, according to a letter from the company. Books such as Arthur Lauder's, "Lansing Unlimited," have been written to describe communities whose people are employed primarily in one industry or by one company. In this series, United States Rubber Company uses the employee magazine effectively for the same purpose.

Cooperative Health Clinic for Small Companies

SIX manufacturing companies located in Winder, Georgia, share a modern clinic to provide medical and health services for their 1,500 employees. The smallest employs fifty persons and the largest approximately 550.

Established in May, 1943, under the direction of a county health officer and with the cooperation of state and county health and education authorities and executives from local industries the clinic is in every sense a cooperative project. Its purpose is to provide health services for companies within the community that do not maintain their own medical departments. The program is administered by a board of directors composed of representatives from participating companies. Services are financed by the organizations that share the facilities of the clinic.

INDUSTRIAL NURSE SUPERVISES

Clinic activities are varied and extensive. They are supervised by a graduate registered nurse who functions under written standing orders prepared and signed by local physicians. Clinical facilities are located in a well-equipped medical department which is readily accessible to all employees. The unit consists of two rooms. One is used as a waiting room and nurse's office. The second is an examining and first-aid room. It is equipped with a cot, examining table, refrigerator, table equipped with first-aid supplies, chairs, stools, supply cabinets, running water, and additional equipment and supplies required for physical inspections.

The nurse provides first-aid attention to employees with on-the-job illnesses and accidents, and, since no regular physician is employed by the organization, gives routine physical inspections¹ to all job applicants. Inspection includes the recording of pulse rate; height and weight; urinalysis; vision and hearing tests; blood tests for syphilis and hemoglobin; blood pressure; and notation of existing physical abnormalities. Persons who require medical attention and counsel are advised to consult their personal physicians.

The nurse's duties also include:

1. Scheduling of regular clinic hours for routine services (health inspections, dressings and conferences);
2. Organizing, training and supervising plant first-aid workers;
3. Daily visits to all plant first-aid units;
4. Routine visits to participating plants for the pur-

¹Routine preplacement and periodic physical examinations will be provided when adequate medical services are available.

pose of studying safety practices, housekeeping and general working conditions;

5. Cooperating with plant personnel in improving working conditions related to health and safety;

6. Home visiting when required;

7. Health education;

8. Maintaining an adequate employee health record system;

9. Preparing progress reports on clinic activities for the board of directors;

10. Discussing clinic problems and plans for program expansion with members of the board.

FIRST-AID WORKERS ASSIST

The nurse conducts first-aid classes each year for employees who wish to assist in the health program. Instruction is given twice a week for two-month periods and certificates are awarded for successful completion of the course. Graduates are made responsible for providing first-aid care to a specified number of fellow workers under the direction of the industrial nurse. They rotate in assisting the nurse when she makes her daily visits to their respective first-aid stations.

Since the introduction of formal first-aid classes in 1943 all clinic participants use first-aid workers in their plants. Four of them maintain first-aid rooms painted white (about 9 x 12 in size) and equipped with adequate lighting, wall cabinets, treatment tables, stretchers, cots, waste containers, chairs, lavatories and running water. They are supplied with towels, basins, dressings, adhesive, scissors and bandages, which are essential for an efficient first-aid unit. The remaining two companies provide first-aid cabinets for emergencies.

STATE AND COUNTY HELP

County and state departments of health cooperate with the health project. Their facilities, including chest X-rays, maternity classes, and well-baby clinics are arranged so that they are available to employees who require them. The state industrial hygiene service assists in arranging periodic chest X-rays for employees, conducts plant industrial hygiene surveys, and assists the nurse in maintaining adequate records and in planning the clinic's over-all health program. The first mass X-ray of workers was conducted in September, 1943. Since that time followup surveys have been regularly scheduled at yearly intervals.

The initial cost of equipping the clinic rooms was slightly less than \$1,000. At the present time the

unit operates at a monthly per capita cost of approximately 27 cents. Budget items include rent, nurse's salary and travel expenses, office supplies, telephone, post office box and supplies for all plant first aid cabinets. Each company contributes in proportion to the number of persons it employs.

Is the cooperative service successful? Participants say "yes." While they recognize that it is difficult to measure its benefits accurately they believe that the program:

1. Improves employee-employer relations;
2. Reduces illness and accident absenteeism and thereby increases production;
3. Indirectly improves community health through the dissemination of health education materials to employees;
4. Helps to improve employee morale;
5. Assists in relieving health service shortages within the community.

ETHEL M. SPEARS

Division of Personnel Administration

Highlights of Holiday Practices

WITH industry's ever-widening acceptance of the paid holiday principle for production workers, the administration of holiday policies has grown more complex. Holiday pay computation, the number of paid holidays to be observed annually, the establishment of holiday pay eligibility rules—these are only a few of the problems constantly facing personnel administrators.¹

The designation of particular days as legal holidays is a function of each of the states. However, certain major holidays enjoy nationwide acceptance. Over 95% of the cooperators are observing six major holidays for both hourly and salaried employees: New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving, and Christmas. Other holidays less frequently observed are, in order of descending importance, Washington's Birthday, Armistice Day, Election Day, Good Friday, Columbus Day, and Lincoln's Birthday.

PAYING FOR HOLIDAYS

The most significant problem directly related to holiday observance is whether these unworked holidays should be paid for. Certainly, the trend is in the direction of paying employees for unworked holidays. For example, less than one out of ten cooperators in a 1936 survey conducted by THE CONFERENCE BOARD was paying hourly employees for one or more paid holidays a year. In the present study, 76.6% of the cooperators pay for holidays. The rapid change in practice is shown in Table 1. Salaried employees are granted one or more holidays a year in every one of the companies cooperating in this year's study.

The specific number of paid holidays granted hourly workers ranges from one to eleven. However, six paid holidays a year is the most common observance.

¹In order to provide current and thorough appraisal of the holiday problem, THE CONFERENCE BOARD recently completed a survey of 265 companies on this subject. The full study will soon be published. Highlights from the study are contained in this article.

This number is specified by 64.7% of the cooperators. There appears to be no noticeable trend in industry for granting more than this number. Seven or more paid holidays a year are granted hourly workers by 21.1% of the cooperators, five or fewer paid holidays in the remaining 14.2%.

As to salaried employees, 57.2% of the 264 cooperators pay for six holidays a year, 39% grant seven or more holidays annually, and 3.8% pay for five or fewer holidays a year.

In three out of four companies there is no difference in the specific number of paid holidays granted to hourly and salaried employees. In the remaining 25%, salaried people are granted more paid holidays a year than hourly workers. In only a few cases is this difference greater than three holidays per annum.

Pay When Worked

Under normal conditions, the intent of holiday observance is to grant workers time off from their regular work requirements. However, on occasion, work must be performed on the holiday. Virtually all the cooperators in this study provide for special premium rates of pay for work thus performed on a holiday.

The most common holiday rate specified for hourly workers is double time, this amount being reported by 66.8% of the cooperators. This rate is computed in either of two ways. First, the hourly worker may be granted the regular unworked holiday pay, *plus* a straight-time rate of pay for all hours worked. Or he may be granted a straight double-time rate of pay for all hours worked on the holiday. Double time and one half is paid to hourly workers by 20% of the cooperators, and triple time by 7.4%.

Premium rates for holiday work are also granted by most cooperators to nonexempt salaried employees, and to certain exempt salaried employees who normally receive overtime pay. In 42.8% of the companies, the salaried employee is granted his regular pay for the holiday, plus straight time for

the hours worked. This corresponds to the double-time pay rate granted to hourly workers. In 18% of the companies, salaried employees receive their regular salary plus time and one half. No extra compensation for holiday work is paid to salaried employees in 15.7% of the companies.

EFFECT ON OVERTIME

Where an employee does not work on a paid holiday, should the holiday hours off be counted as time worked for purposes of computing statutory weekly overtime? Two thirds of the cooperators say that these hours are included.

Where an employee works on a holiday and is paid a premium rate for such work, only 36.8% of the companies report that the premium payments are not offset against statutory weekly overtime. Data on this problem were collected prior to June 7, 1948. On that date, however, the Supreme Court decided the cases of *Bay Ridge Operating Company vs. Aaron* and *Huron Stevedoring Corporation vs. Blue*. The court ruled that premium rates paid for holiday work cannot be offset against weekly statutory overtime unless such payments are contingent upon the employee's having previously worked a number of hours or days specified as his *bona fide* standard daily or weekly working period. Where such a contingency is not met, therefore, the premium rate of pay for work performed on a holiday must now be included in the employee's regular rate, and cannot be offset against overtime due under the Wage-Hour Law. The Wage and Hour Administrator has, as yet, announced no enforcement date for his interpretation of the *Bay Ridge* ruling.

ELIGIBILITY RULES

What constitutes an employee's eligibility to receive unworked holiday pay? Is everyone eligible, under all circumstances, or must certain minimum requirements be met? Among the cooperators, 88.4% have specific eligibility requirements for hourly workers, and 63.3% for salaried employees.

A common eligibility requirement is the completion of a minimum service period prior to the observance of the holiday. This minimum varies widely but is usually from one to three months' duration. Of those cooperators specifying one or more holiday pay eligibility rules, nearly 40% require hourly workers to meet a minimum service requirement, and 11.2% require the same of salaried people.

Of those companies in which eligibility rules are in effect, 94.6% specify an attendance requirement for hourly workers while 83.7% do likewise for salaried employees. The most common rule is one requiring attendance on the scheduled work day before and/or after a holiday. This is an effective device for reducing absenteeism on the days close to the holiday.

Other attendance rules require attendance at work for one, several, or all of the days in the holiday week. These requirements not only provide a partial control over absenteeism, but have the secondary purpose of withholding holiday pay from employees who, because they may be on sick leave, temporary layoff, or leave of absence, would probably not have worked anyway on the day the holiday occurred.

Where day-before or day-after attendance rules are in effect, a large majority of the cooperators excuse certain types of absences on either or both of these days. An employee does not forfeit his unworked holiday pay in most companies if he is absent for the following reasons: compensable injury, authenticated illness, death in immediate family, or jury duty.

Holidays Falling on Nonwork Days

Another major type of eligibility rule concerns the relation of the employees' regularly scheduled work week to the day upon which the paid holiday happens to fall. If the holiday falls on a day on which the employee is not normally scheduled to work, does the worker still get paid?

Holidays falling on Sunday are observed on the following Monday by more than 90% of the cooperators. In such cases, all holiday pay and eligibility rules usually apply as though the holiday had itself fallen on the Monday.

Trends in Holiday Payments to Hourly Workers

Source: THE CONFERENCE BOARD

Date of NICB Survey	Number of Companies	% Paying for One or More Holidays
1936.....	446	9.0
1940.....	414	9.6
1946.....	240	41.7
1947.....	192	51.6
1948.....	248	76.6

Holidays falling on Saturday present a special problem. State and federal authorities rarely shift the observance of a Saturday holiday to another day of the week. As a result, 62.6% of the cooperators grant no additional time or pay to hourly workers for a Saturday holiday if Saturday is normally a scheduled day off. In effect, the worker loses the holiday. In 23.2% of the cooperating companies, hourly workers receive pay for the unworked Saturday even though it is a regularly scheduled day off. In 8.9% of the companies, hourly workers are given an additional day off with pay.

HOLIDAY IN VACATION

Where a holiday occurs during an employee's regularly scheduled vacation period, the most common practice is to grant the employee an additional day's vacation with pay. This policy is followed for hourly

workers by 46.3% of the cooperators, and for salaried employees by 52.6% of the companies. An additional day's pay but no additional time off is granted to hourly workers by 29.5% of the cooperators, while

21% of the companies grant hourly workers no additional time or pay.

JOHN J. SPEED

Division of Personnel Administration

Profit Sharing for Wage Earners

SHARING profits with workers who have helped to create them is an idea which has appealed to some employers for many years. With each rise in the business cycle, profit sharing for employees has been advocated anew. The increase in these plans has been especially pronounced since the beginning of World War II.

MAIN TYPES OF PROFIT-SHARING PLANS

There are two forms of profit-sharing plans in general use at present.¹ Under the one, which is the older type, the profits are paid to the participants in cash at regular intervals. This type is designated as the current-distribution plan. Under the other type, the profits are deposited in an irrevocable trust. The individual participant or his beneficiary does not actually receive the amounts to his credit until some time in the future, such as in the event of termination of employment, disability, retirement or death. This type is termed the deferred-distribution plan.

The events of the past decade have stimulated the growth of profit-sharing plans and have been instrumental in changing their structure. Of primary significance was the action of the Federal Government in controlling conditions under which new profit-sharing plans could operate during the war. With wages and salaries frozen to a large extent, employers' interest in profit sharing was heightened, as an approved plan could be used to supplement the workers' basic compensation, even though profits could not be paid out in cash.

The purposes which have led employers to adopt profit sharing are varied. Belief in the principle of sharing profits with workers was the underlying reason for adopting the earliest plans, and it still remains one of the prime objectives. Profit sharing has also been conceived as a stabilizer of the wage structure by providing a flexible supplemental payment.

¹For the past three decades, THE CONFERENCE BOARD has been studying the profit-sharing movement and has published a number of reports on the subject. The first was issued in 1920 and the latest one is now in press and should be in the hands of Associates within the next month. The 1948 study is based on experience with 202 profit-sharing plans, of which 167 are active and 35 have been discontinued. The study is devoted to plans in which all employees are eligible to share in the profits. The present article summarizes the results of the 1948 survey.

An objective of profit sharing which has come increasingly to the fore in recent years is to provide the workers with greater economic security, and especially to provide pensions for the older workers. Underlying all these plans is the hope that as the workers become partners in the enterprise, employee morale will be improved.

One of the most significant developments in the profit-sharing movement has been the emergence of the deferred-distribution profit-sharing plan as the more popular type. Of the 165 active plans studied, 100, or 60%, are of this type. Very few plans of this nature were found in the earlier studies. Their growth has been encouraged by federal regulations, the tax advantages possible, and the use of the profit-sharing plan to provide pensions.

THE PROFIT-SHARING FORMULA

A wide variety of profit-sharing arrangements have been devised. The formulas for determining the share of profits to be allocated to employees are nearly all different, as the plans as a rule have been tailor-made to the needs of the individual company. The type of profit sharing most commonly used is the one under which the employer sets aside a specified percentage of profits which is prorated among the participants according to a definite formula. In allocating the fund among employees, the individual's share is largely determined by his compensation, as the fund is frequently distributed among the participants in the ratio that the individual's pay bears to the aggregate pay of all eligible employees. Years of service is the other factor which has been employed extensively to weight the individual's share.

Another form of profit sharing which is not so closely integrated with the actual earnings of the company is the wage-dividend plan. Under this type, which appears fairly frequently, eligible employees receive a dividend each time a dividend of a stipulated amount is paid to stockholders.

In general, employers whose profit-sharing plans are still active have been pleased with the results achieved. The advantages of profit sharing most frequently mentioned are better employer-employee relations, increased interest in the company's business, improved efficiency and lowered turnover.

Approximately a third of the companies have been dissatisfied with some aspects of the functioning of their profit-sharing plans. The largest single group of complaints involve unsatisfactory employee attitudes, such as taking the plan for granted, or not seeing the connection between their own efforts and the profitableness of the business. In the case of deferred-distribution plans, there has been some employee pressure to have the distribution paid out in cash rather than deposited in a trust. Other complaints of the deferred plan are that it does not provide adequate benefits for present older employees, or that the pension is an unknown quantity.

IN UNION CONTRACTS

Unions have been traditionally opposed to profit sharing but there is evidence that some unions are taking a different attitude, as several plans have been inaugurated at the request of unions. Only 6% of the profit-sharing plans are part of the union agreement.

DISCONTINUED PLANS

During the past decade the rate of discontinuance of profit-sharing plans has been fairly low, as only thirty-five out of 202 plans, or 17%, have been discontinued. Employer or employee dissatisfaction was responsible for approximately half of the abandonments, while the other 50% were the result of lack of profits, government restrictions or wartime conditions.

The past decade has been very favorable to the functioning of profit sharing as the country has enjoyed continuing prosperity. To obtain a picture of profit-sharing experience under normal conditions, a comparison has been made of the rate of discontinuances found in earlier studies of THE CONFERENCE BOARD. Over half the plans were found to have been discontinued in the 1920 and the 1934 surveys, while the rate of abandonments in the 1937 survey hit a record high of nearly 60%.

In the 1948 survey, the rate of discontinuance has been found to be much lower for deferred plans than under the current-distribution plans. It is impossible to determine at this time whether this trend would continue if there should be a business recession, as most of the plans have been adopted since the beginning of the war and have operated under extremely favorable conditions. Advocates of this type believe that these plans will successfully weather unfavorable business conditions. By withholding the employees' share it is hoped to eliminate one of the chief causes of discontinuance of profit-sharing plans—employee dissatisfaction when profit payments are diminishing or cease altogether.

F. BEATRICE BROWER
Division of Personnel Administration

Double Use for Employee Handbook

A new employees' handbook issued by the Libbey-Owens-Ford Glass Company is so designed that the first thirty-eight pages can be bound separately and used for public relations activities. This section, which contains a letter from the president, a history of glass making, description of the company's plants and offices, with photographs and map showing their locations, an illustrated description of major company products and a glossary of terms employed in the glass business, is used for open-house affairs and in reception rooms. Throughout the text there is emphasis on the value of technological changes and the free enterprise system.

The copy of "We of Libbey-Owens-Ford" that is given to employees contains seventy-three pages. Besides the material in the edition for the general public, the complete manual contains information on company policies, practices and rules, company services and employee benefit plans. Rules are presented as a series of cartoons, with the reasons for the regulations incorporated in the captions. The company's grievance procedure is set forth in detail, and a typical promotion chart illustrates the operation of departmental promotion plans. A page at the back of the book is provided, on which the employee can maintain a permanent record of his employment with the company, and on another page he can note names, addresses and telephone numbers that he wants to keep.

The booklet measures 8½ by 11 inches, which is much larger than the majority of company handbooks currently being issued for employees. This large size was chosen with the thought that a booklet small enough to slip into a pocket might be more easily lost and that the larger size might take its place on the home book shelf or on the living room table. The cover of the booklet is of heavy stock with a blue tweed design and the title in blue and silver. The manual was prepared by the company's industrial relations department.—G. B. S.

Innocent Bystander

Mr. Union Temple of San Jose, California, is bothered by a ringing in his ears. It's caused by people phoning to find out about union meetings. Mr. Temple is getting used to it, but not so Mrs. Temple. Wives checking up on meeting-bound husbands are irritatingly suspicious when she answers the phone. They won't believe that they have the wrong number.—The Sun, Cincinnati Council, CIO.

SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1948						Year Previous	Percentage Change		
		Aug.	July	June	May	April	March		Latest Month over Previous Month ¹	Latest Month over Year Previous	
Clerical salary rates²											
Billing machine operator.....	median in dollars	40	
Calculating machine or Comptometer oper.	median in dollars	42	
Office boy or girl.....	median in dollars	31	
Stenographer.....	median in dollars	43	
Telephone switchboard operator.....	median in dollars	43	
Senior copy typist.....	median in dollars	39	
Consumers' Price Index											
Food.....	Jan. 1939=100	223.9	r 224.6	221.8	219.6	216.8	210.9	205.3	-0.3	+9.1	
Housing.....	Jan. 1939=100	110.7	110.7	110.7	110.1	110.1	110.1	104.7	0	+5.7	
Clothing.....	Jan. 1939=100	155.5	155.6	155.9	156.1	156.2	156.8	149.9	-0.1	+3.7	
Men's.....	Jan. 1939=100	168.1	168.0	168.2	168.4	168.2	168.5	161.7	+0.1	+4.0	
Women's.....	Jan. 1939=100	144.8	r 145.2	145.5	145.8	146.0	146.8	139.9	-0.3	+3.5	
Fuels.....	Jan. 1939=100	126.1	124.6	122.2	121.5	120.5	120.3	116.7	+1.2	+8.1	
Electricity.....	Jan. 1939=100	90.3	90.3	90.1	89.8	89.8	89.9	89.8	0	+0.6	
Gas.....	Jan. 1939=100	93.9	93.9	93.9	93.9	93.9	93.9	93.8	0	+0.1	
Housefurnishings.....	Jan. 1939=100	157.4	157.2	r 156.0	156.2	156.4	156.3	148.8	+0.1	+5.8	
Sundries.....	Jan. 1939=100	147.5	146.7	146.6	145.4	145.4	145.1	138.6	+0.5	+6.4	
All items.....	Jan. 1939=100	165.6	r 165.6	164.4	163.2	162.3	160.3	154.4	0	+7.3	
Purchasing value of dollar.....	Jan. 1939 dollars	60.4	60.4	60.8	61.3	61.6	62.4	64.8	0	-6.8	
All items (BLS).....	1935-39=100	173.7	171.7	170.5	169.3	166.9	158.4	+1.2	+9.7	
Strikes (BLS)											
Beginning in period.....	number	p 335	p 310	275	275	225	315	+8.1	+6.3	
Workers involved.....	thousands	p 225	p 165	165	175	500	242	+36.4	-7.0	
Total man days idle.....	thousands	p 2,200	p 2,000	4,100	8,000	6,000	3,970	+10.0	-44.6	
Turnover rates in manufacturi³g (BLS)											
Separations.....	per 100 employees	p 4.4	4.5	4.3	4.7	4.5	4.6	-2.2	-4.3	
Quits.....	per 100 employees	p 2.9	2.9	2.8	3.0	2.8	3.1	0	-6.5	
Miscellaneous.....	per 100 employees	p .1	.1	.1	.1	.1	.1	0	0	
Discharges.....	per 100 employees	p .4	.4	.3	.4	.4	.4	0	0	
Layoffs.....	per 100 employees	p 1.0	1.1	1.1	1.2	1.2	1.0	-9.1	0	
Accessions.....	per 100 employees	p 4.7	5.7	4.1	4.0	4.0	4.9	-17.5	-4.1	
Wage Earners											
All manufacturing industries (BLS)											
Earnings, hourly.....	average in dollars	p 1.330	1.317	r 1.302	1.292	1.289	1.230	+1.0	+8.1	
weekly.....	average in dollars	p 52.96	52.95	r 51.86	r 51.79	52.07	48.98	0	+8.1	
Hours per production worker.....	average per week	p 39.8	40.2	r 39.9	r 40.1	40.4	39.8	-1.0	0	
Twenty-five manufacturing industries											
Earnings, hourly.....	average in dollars	1.474	r 1.451	1.433	1.423	1.417	1.354	+1.6	+8.9	
weekly.....	average in dollars	58.44	r 57.95	56.88	57.10	57.67	53.61	+0.8	+9.0	
Hours per production worker.....	average per week	39.7	40.0	39.7	40.2	40.7	39.7	-0.8	0	
Employment.....	1923=100	126.8	r 127.0	126.3	128.2	129.9	125.5	-0.2	+1.0	
Total man hours.....	1923=100	102.3	r 103.3	101.9	104.7	107.4	101.3	-1.0	+1.0	
Payrolls.....	1923=100	278.5	r 276.6	270.0	275.1	281.5	252.9	+0.7	+10.1	
Wage-rate increases.....	average per cent	7.5	6.4	6.6	6.4	7.7	4.8	
Production workers affected.....	per cent	14.8	7.0	3.0	2.6	1.6	7.4	
Manufacture and distribution of gas											
Earnings, hourly.....	average in dollars	a 1.320	1.206	+9.5	
weekly.....	average in dollars	a 57.86	53.41	+8.3	
Hours per wage earner.....	average per week	a 43.4	43.8	-0.9	
Generation and distribution of electricity											
Earnings, hourly.....	average in dollars	a 1.418	1.316	+7.8	
weekly.....	average in dollars	a 61.41	56.48	+8.7	
Hours per wage earner.....	average per week	a 42.6	42.2	+0.9	
Class I railroads⁴											
Earnings, hourly.....	average in dollars	1.332	1.317	1.324	1.177	+1.1	+13.2	
weekly.....	average in dollars	64.45	65.66	65.55	57.52	-1.8	+12.0	
"Real" weekly earnings.....	1923=100	158.2	162.1	163.7	153.4	-2.4	+3.1	
Hours per wage earner.....	average per week	48.4	49.9	49.5	48.9	-3.0	-1.0	
Agricultural wage rates per month⁵ (BAE)											
With board.....	average in dollars	110.00	102.00	103.00	+7.8	+6.8	
With board.....	average in dollars	105.00	97.00	98.70	+8.2	+6.4	
Without board.....	average in dollars	121.00	113.00	114.00	+7.1	+6.1	
New York City metro. area, seventeen manufacturing industries											
Earnings, hourly.....	average in dollars	1.476	1.463	1.457	1.453	1.450	1.378	+0.9	+7.1	
weekly.....	average in dollars	58.01	58.37	56.82	57.39	57.86	56.08	-0.6	+3.4	
Hours per production worker.....	average per week	39.3	39.9	39.0	39.5	39.9	40.7	-1.5	-3.4	

¹Changes in Agricultural Wage Rates are quarterly.

²Median of the middle 50%. New series; previously the modal salary was reported in this table.

³Derived from Interstate Commerce Commission reports.

⁴As of first day of month.

⁵Preliminary

^aJanuary, 1948

^rRevised

Payroll Statistics in Manufacturing

THE third postwar round of wage-rate increases boosted average hourly earnings in July to the highest level yet recorded by THE CONFERENCE BOARD. A new peak in actual weekly earnings also occurred despite a decline in the average number of hours worked. Both man hours and employment dropped from June to July, but real weekly earnings and payrolls of production workers in twenty-five manufacturing industries rose.

HOURLY EARNINGS

Hourly earnings averaged \$1.474 in July, or 1.6% more than in June. This was the greatest month-to-month increase since May, 1947, when the second major round of wage adjustments went into effect. At that time, the average wage-rate increase was 1.7%

Wage-rate Increases and Workers Affected

Source: THE CONFERENCE BOARD

Date	25 Manufacturing Industries	
	Production Workers Affected	Wage-rate Increase
1947 July.....	4.8%	7.4%
August.....	3.9	6.9
September.....	2.9	5.9
October.....	1.9	4.9
November.....	4.6	6.4
December.....	1.1	7.5
1948 January.....	2.5	8.0
February.....	3.2	9.5
March.....	1.6	7.7
April.....	2.6	6.4
May.....	3.0	6.6
June.....	7.0	6.4
July.....	14.8	7.5

LAST OF THE SERIES

With the presentation of the July figures, THE CONFERENCE BOARD discontinues its series on payroll statistics. Instead, it will devote the resources of its wage department to other vital areas of current interest to industry.

There has been an increasing demand in recent years for data on wages being paid for specific occupations in various industrial centers. Companies are seeking to learn what wages are being paid, for example, to machinists, lathe operators, stock clerks, plant guards in their community. The Board's semi-annual clerical salary survey provides such data for office workers, but there is no similar continuing study of rates paid to wage earners. The Board has already undertaken research which, it is hoped, will make possible the development of information to fill this need. More emphasis will also be placed on the collection of data on wage-rate increases, and the Board's clerical salary survey will be broadened to cover a larger number of cities and occupations.

An important factor influencing the Board to drop its present series has been the expansion by the Bureau of Labor Statistics of its work in the field of wages, hours, and employment, so that it is now in a position to furnish industry with data of the type previously collected by the Board. For the convenience of its Associates, the Board will continue to analyze and interpret payroll trends as reported by the Bureau of Labor Statistics, and the staff of the Board's wage department will be glad to assist in the adjustment to the use of these government series.

THE CONFERENCE BOARD wishes to express its deep appreciation to the thousands of companies whose faithful cooperation has made this continuing study possible.

EARNINGS, HOURS, EMPLOYMENT, PAYROLLS, PRODUCTION WORKERS, 25 MANUFACTURING INDUSTRIES

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

Date	Average Hourly Earnings	Average Weekly Earnings	Average Actual Hours per Week per Production Worker	Average Nominal Hours per Week per Production Worker	Index Numbers, 1923 = 100							
					Hourly Earnings		Weekly Earnings		Actual Hours per Week per Production Worker	Employment	Total Man Hours	Payrolls
					Actual	Real	Actual	Real				
1947 July.....	\$1.354	\$53.61	39.7	40.9	250.3	195.9	201.5	157.7	80.7	125.5	101.3	252.9
August.....	1.367	54.29	39.7	40.8	252.7	194.2	204.0	156.8	80.7	126.2	101.8	257.4
September.....	1.383	55.96	40.5	40.8	255.6	193.2	210.3	159.0	82.3	127.6	105.0	268.3
October.....	1.386	56.60	40.9	40.9	256.2	192.6	212.7	159.9	83.1	127.9	106.3	272.0
November.....	1.395	56.78	40.8	40.9	257.9	192.5	213.4	159.3	82.9	128.8	106.8	274.9
December.....	1.401	57.54	41.1	40.9	259.0	190.9	216.2	159.3	83.5	130.1	108.6	281.3
1948 January.....	1.406	57.35	40.9	40.9	259.9	190.0	215.5	157.5	83.1	130.0	108.0	280.2
February.....	1.412	57.27	40.6	40.9	261.0	192.9	215.2	159.1	82.5	129.7	107.0	279.1
March.....	1.417	57.67	40.7	40.9	261.9	194.0	216.7	160.5	82.7	129.9	107.4	281.5
April.....	1.423	57.10	40.2	40.8	263.0	192.5	214.6	157.1	81.7	128.2	104.7	275.1
May.....	1.433	56.88	39.7	40.8	264.9	192.8	213.8	155.6	80.7	126.3	101.9	270.0
June.....	1.451 _r	57.95 _r	40.0	40.7	268.2 _r	193.6 _r	217.8	157.3 _r	81.3	127.0 _r	103.3 _r	276.6 _r
July.....	1.474	58.44	39.7	40.8	272.5	195.5	219.6	157.5	80.7	126.8	102.3	278.5

See footnotes on page 508

_rRevised

EARNINGS AND HOURS, PRODUCTION WORKERS, JULY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings in Dollars				Average Hours per Week per Production Worker			
	Hourly		Weekly		Actual		Nominal	
	July	June	July	June	July	June	July	June
Agricultural implement.....	1.523	1.488	62.20	60.97	40.9	41.0	40.3	40.3
Automobile ¹	1.665	1.644 ^r	63.57	61.86 ^r	38.2	37.6 ^r	40.5	40.3
Boot and shoe.....	1.086	1.095	40.77	40.74	37.5	37.2	40.1	40.1
Chemical.....	1.522	1.511	59.08	59.28	38.8	39.2	40.1	40.2
Rayon producing ²	1.317	1.299 ^r	50.93	50.29 ^r	38.7	38.7 ^r	40.1	40.2
Cotton—North.....	1.212	1.220	46.72	48.69	38.5	39.9	41.1	41.3
Electrical manufacturing.....	1.495	1.463	59.68	58.98	39.9	40.3	40.3	40.3
Furniture ³	1.400	1.378	56.53	55.63	40.4	40.4	41.6	41.5
Hosiery and knit goods.....	1.215	1.216	46.92	48.71	38.6	40.1	40.7	40.9
Iron and steel ⁴	1.645	1.569	59.88	62.60	36.4	39.9	40.6	40.5
Leather tanning and finishing.....	1.414	1.398	57.46	55.89	40.6	40.0	41.4	41.4
Lumber and millwork.....	1.555	1.520	64.16	59.66	41.3	39.3	41.7	41.5
Meat packing.....	1.367	1.366	60.65	59.97	44.4	43.9	40.9	40.9
Paint and varnish.....	1.433	1.422	58.33	58.62	40.7	41.2	40.2	40.2
Paper and pulp.....	1.410	1.367	62.83	61.08	44.6	44.7	41.8	41.9
Paper products.....	1.287	1.288	53.44	53.95	41.5	41.9	42.0	42.0
Printing—book and job.....	1.701	1.720	68.66	70.29	40.4	40.9	40.6	40.8
Printing—news and magazine.....	1.850	1.864	69.87	69.60	37.8	37.3	39.8	39.8
Rubber.....	1.573	1.520	61.44	57.72	39.0	38.0	38.1	37.9
1. Rubber tires and tubes.....	1.740	1.675	67.47	61.90	38.8	37.0	37.3	37.0
2. Other rubber products.....	1.335	1.308	52.64	51.61	39.4	39.5	39.2	39.2
Silk and rayon.....	1.264	1.270	50.96	51.51	40.3	40.6	40.5	40.3
Wool.....	1.403	1.386	57.49	57.41	41.0	41.4	41.2	41.3
1. Woolen and worsted goods.....	1.394	1.397	57.38	57.74	41.2	41.3	42.0	42.1
2. Other woolen products ⁵	1.414	1.372	57.63	56.97	40.8	41.5	40.2	40.2
Foundries and machine shops.....	1.494	1.462	59.89	59.32	40.1	40.6	40.8	40.8
1. Foundries.....	1.474	1.465	58.97	59.98	40.0	41.0	40.7	40.6
2. Machines and machine tools.....	1.473	1.461	59.49	59.85	40.4	41.0	41.0	41.2
3. Heavy equipment.....	1.541	1.531	61.57	62.43	39.9	40.8	41.1	41.1
4. Hardware and small parts.....	1.400	1.372	56.51	55.94	40.4	40.8	40.4	40.7
5. Other products.....	1.528	1.461	60.97	58.46	39.9	40.0	40.7	40.6
25 INDUSTRIES.....	1.474	1.451 ^r	58.44	57.95 ^r	39.7	40.0	40.8	40.7
Cement.....	1.315	1.291	53.74	52.33	40.9	40.5	39.6	39.6
Petroleum refining.....	1.837	1.791	73.79	71.86	40.2	40.1	40.2	40.2
27 INDUSTRIES.....	1.478	1.454	58.61	58.09 ^r	39.7	40.0	40.7	40.7
Aircraft.....	1.415	1.415	55.28	55.39	39.1	39.2	40.1	40.1
Shipbuilding.....	1.588	1.568	57.70	57.06	36.3	36.4	40.3	40.3

See footnotes on page 508.

for all workers; this July it was 1.1%. Neither level was exceeded during the intervening months.

Lowered hourly earnings were reported in only seven industries during July; the remaining eighteen showed increases ranging from 0.1% in meat-packing plants to 4.8% in iron and steel mills. The rubber industry and the other products group under foundries and machine shops were also in the upper limits, with gains of 4.6% and 3.5%, respectively. Since July, 1947, average hourly earnings of all production workers have advanced 8.9% and since August, 1939, (the month preceding World War II), they have more than doubled.

Both the unskilled and the semiskilled and skilled male labor groups absorbed the greater portion of the over-all increase from June to July; they earned 1.9% and 1.8% more, but women workers averaged only 0.5% more an hour. In the year interval, however, just the reverse occurred. While the earnings of the latter group reflected a rise of 10.3%, those of the male workers advanced only 8.5%.

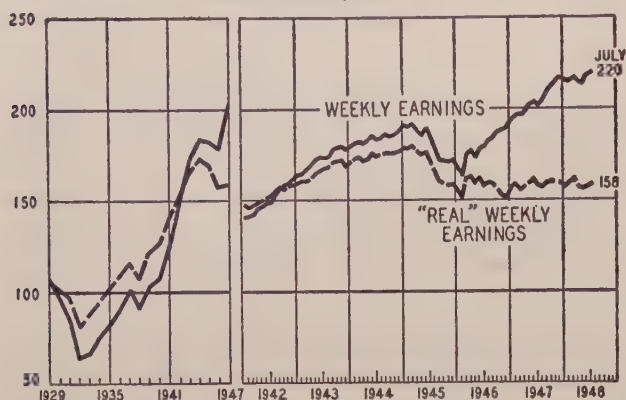
Actual weekly earnings of all production workers climbed to a new peak this July. The average of \$58.44 was 0.8% above the previous month's high point and 9.0% above the level for last July. Fourteen industries shared in the June-to-July increase, which was greatest among lumber and millwork and rubber workers with advances of 7.5% and 6.4% respectively in weekly returns. These same groups also had the largest increase in the number of hours worked during a representative week in July—5.1% and 2.6%, respectively. From January, 1941 (base date of the Little Steel formula) to this July, the rise in actual weekly earnings amounted to 90.9%.

Real weekly earnings, the measure of actual earnings adjusted for changes in the consumers' price index in terms of 1923 dollars, rose 0.1% between June and July. Since July, 1947, there has been a decline of only 0.1% as compared with a climb of 9.1% in the consumers' price index during the same period.

The length of the work week in the twenty-five industries combined declined 0.8% from June to a

Average Weekly Earnings in 25 Manufacturing Industries, 1929 to Date

Source: THE CONFERENCE BOARD
Index Number, 1923-100



level of 39.7 hours in July. This was the same as in the corresponding month last year. Eighteen of the reporting industries registered declines between June and July, with iron and steel showing the greatest—8.8%. Since the wartime high of January, 1945, average hours declined 6.5 hours or 14.1%. At the same time, weekly earnings rose 15.1%. The index of

man hours fell 1.0% over the month but rose 1.0% over the year.

EMPLOYMENT AND PAYROLLS

Total employment also declined from June to July. The latest index was 126.8 (1923=100), following a decrease of 0.2%. There were, however, 1.0% more production workers employed in the twenty-five industries this July than last and 48.3% more than in August, 1939.

Payrolls rose substantially in July. They rose 0.7% since June, 10.1% since July, 1947, and 217.6% since the prewar month of August, 1939.

CEMENT AND PETROLEUM

A general extension of the work week occurred in cement plants during July. It particularly affected the unskilled group whose hours were 2.4% longer than in June; the hours of semiskilled and skilled men were increased only 0.7%. A higher weekly return also prevailed among both labor classifications and averaged \$1.41, or 2.7% more, for the total in July. Actual employment varied only slightly over the month, with 0.9% additional workers reported.

Wage-rate increases were primarily responsible for the June-to-July rise in the average hourly earnings

EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, PRODUCTION WORKERS, JULY, 1948

Index Numbers, 1923=100

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings						Employment		Total Man Hours Worked		Payrolls	
	Hourly, Actual		Weekly									
			Actual		Real							
	July	June	July	June	July	June	July	June	July	June	July	June
Agricultural implement.....	273.9	267.6	226.1	221.6	162.2	160.0r	203.7	202.9	168.3	168.0	460.6	449.6
Automobile ¹	263.4	260.1r	210.9	205.2r	151.3	148.2r	142.6	136.3r	114.2	107.4r	300.7	279.7r
Boot and shoe.....	206.9	208.6	169.0	168.9	121.2	121.9r	102.7	101.8	83.9	82.5	173.6	171.9
Chemical.....	299.6	297.4	229.3	230.1	164.5	166.1r	204.3	205.7	156.7	159.4	468.5	473.3
Cotton—North.....	272.4	274.2	220.0	229.2	157.8	165.5r	42.3	44.2	34.1	36.9	93.1	101.3
Electrical manufacturing.....	263.2	257.6	220.3	217.7	158.0	157.2r	261.1	262.5	218.0	221.3	575.2	571.5
Furniture ²	270.8	266.5	226.7	223.1	162.6	161.1r	139.4	142.1	116.8	119.1	316.0	317.0
Hosiery and knit goods.....	318.1	318.3	265.5	275.7	190.5	199.1r	95.2	96.5	79.4	83.6	252.8	266.1
Iron and steel ⁴	276.0	263.3	175.0	182.9	125.5	132.1r	131.0	129.6	82.7	89.7	229.3	237.0
Leather tanning and finishing.....	290.9	287.7	248.1	241.3	178.0	174.2r	72.3	72.5	61.7	60.9	179.4	174.9
Lumber and millwork.....	328.8	321.4	274.0	254.7	196.6	183.9r	56.3	55.0	47.0	43.7	154.3	140.1
Meat packing.....	289.0	288.8	257.6	254.8	184.8	184.0r	105.2	101.1	93.9	89.3	271.0	257.6
Paint and varnish.....	254.5	252.6	222.2	223.3	159.4	161.2r	170.6	171.9	148.8	151.6	379.1	383.9
Paper and pulp.....	279.8	271.2	240.9	234.2	172.8	169.1r	150.7	151.9	129.8	131.1	363.0	355.7
Paper products.....	281.6	281.8	239.1	241.4	171.5	174.3r	191.4	193.3	163.5	166.6	457.6	466.6
Printing—book and job.....	260.5	263.4	229.2	234.7	164.4	169.5r	151.6	150.2	133.4	133.8	347.5	352.5
Printing—news and magazine.....	267.0	269.0	223.7	222.9	160.5	160.9r	153.2	151.4	128.7	125.5	342.7	337.5
Rubber.....	251.3	242.8	219.2	205.9	157.2	148.7r	129.9	133.9	113.1	113.5	284.7	275.7
Silk and rayon.....	254.8	256.0	221.3	223.7	158.8	161.5r	96.1	98.2	83.3	85.7	212.7	219.7
Wool.....	277.8	274.5	239.8	239.5	172.0	172.9r	89.0	90.3	76.8	78.7	213.4	216.3
Foundries and machine shops.....	260.7	255.1	211.1	209.1	151.4	151.0r	135.1	137.1	109.2	112.3	285.2	286.7
1. Foundries.....	249.8	248.3	199.2	202.6	142.9	146.3r	158.6	161.7	126.4	132.1	315.9	327.6
2. Machines and machine tools.....	268.3	266.1	217.9	219.2	156.3	158.3r	125.8	127.8	102.0	105.2	274.1	280.1
3. Heavy equipment.....	230.0	228.5	186.5	189.1	133.8	136.5r	108.0	108.9	87.4	90.2	201.4	205.9
4. Hardware and small parts.....	273.4	268.0	227.8	225.5	163.4	162.8r	143.9	145.0	119.9	121.9	327.8	327.0
5. Other products.....	272.9	260.9	223.1	213.9	160.0	154.4r	137.2	140.0	112.2	114.8	306.1	299.5
25 INDUSTRIES.....	272.5	268.2r	219.6	217.8	157.5	157.3r	126.8	127.0r	102.3	103.3r	278.5	276.6r

NOTE: No basic 1923 data are available, hence no indexes are given for the following: Rayon producing, rubber tires and tubes, other rubber products, woolen and worsted goods, other woolen products, cement, petroleum refining, "27 industries," aircraft and shipbuilding.
See footnotes on page 508.

EARNINGS AND HOURS, MALE AND FEMALE PRODUCTION WORKERS, JULY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	All Male						Female					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly		July	June	Hourly		Weekly		July	June
	July	June	July	June			July	June	July	June		
Agricultural implement.....	1.529	1.496	62.59	61.39	40.9	41.0	1.342	1.275	52.06	50.19	38.8	39.4
Automobile ¹	1.689	1.668 _r	64.61	62.84 _r	38.2	37.7 _r	1.462	1.435 _r	54.98	53.39 _r	37.6	37.2 _r
Boot and shoe.....	1.228	1.238	46.80	47.02	38.1	38.0	.936	.943	34.56	34.35	36.9	36.4
Chemical.....	1.585	1.573	61.84	62.07	39.0	39.5	1.110	1.099	41.65	41.55	37.5	37.8
Rayon producing ²	1.363	1.345 _r	53.25	52.64 _r	39.1	39.1 _r	1.166	1.147 _r	43.60	42.89 _r	37.4	37.4
Cotton—North.....	1.276	1.286	50.97	53.34	39.9	41.5	1.112	1.118	40.68	42.21	36.6	37.8
Electrical manufacturing.....	1.576	1.540	64.02	63.21	40.6	41.0	1.229	1.208	46.58	46.27	37.9	38.3
Furniture ³	1.429	1.408	57.94	57.06	40.6	40.5	1.139	1.116	44.40	43.86	39.0	39.3
Hosiery and knit goods.....	1.648	1.648	68.33	70.51	41.5	42.8	.960	.964	35.60	37.22	37.1	38.6
Iron and steel ⁴	1.650	1.574	60.10	62.81	36.4	39.9	1.289	1.246	44.53	48.74	34.6	39.1
Leather tanning and finishing.....	1.441	1.425	59.38	57.64	41.2	40.5	1.224	1.223	45.44	45.13	37.1	36.9
Lumber and millwork.....	1.567	1.531	64.71	60.16	41.3	39.3	1.156	1.135	46.36	43.82	40.1	38.6
Meat packing.....	1.404	1.401	63.32	62.74	45.1	44.8	1.188	1.186	48.80	47.27	41.1	39.8
Paint and varnish.....	1.453	1.441	59.32	59.60	40.8	41.4	1.067	1.078	41.26	42.10	38.7	39.1
Paper and pulp.....	1.432	1.389	64.11	62.40	44.8	44.9	1.037	1.011	42.84	41.41	41.3	41.0
Paper products.....	1.392	1.395	59.41	60.16	42.7	43.1	1.008	1.007	39.04	39.14	38.7	38.9
Printing—book and job.....	1.919	1.936	78.74	81.43	41.0	42.1	1.173	1.166	45.53	44.32	38.8	38.0
Printing—news and magazine.....	1.957	1.971	74.56	74.33	38.1	37.7	1.147	1.155	40.91	40.50	35.7	35.1
Rubber.....	1.691	1.637	66.88	62.63	39.5	38.3	1.173	1.138	43.92	42.17	37.4	37.0
1. Rubber tires and tubes.....	1.791	1.728	70.14	64.41	39.2	37.3	1.372	1.310	49.61	45.64	36.2	34.8
2. Other rubber products.....	1.490	1.461	60.07	58.92	40.3	40.3	1.082	1.061	41.18	40.46	38.1	38.1
Silk and rayon.....	1.348	1.354	55.84	56.49	41.4	41.7	1.077	1.088	40.92	41.62	38.0	38.3
Wool.....	1.467	1.448	61.76	61.72	42.1	42.6	1.280	1.268	49.96	49.86	39.0	39.3
1. Woolen and worsted goods.....	1.453	1.457	61.51	61.98	42.3	42.5	1.306	1.308	51.67	51.91	39.6	39.7
2. Other woolen products ⁵	1.482	1.438	62.04	61.44	41.9	42.7	1.228	1.188	46.69	45.88	38.0	38.6
Foundries and machine shops.....	1.526	1.493	61.46	60.92	40.3	40.8	1.182	1.160	45.34	44.49	38.4	38.4
1. Foundries.....	1.481	1.474	59.28	60.45	40.0	41.0	1.279	1.220	50.64	47.63	39.6	39.0
2. Machines and machine tools.....	1.486	1.474	60.27	60.65	40.6	41.2	1.227	1.219	45.97	46.08	37.5	37.8
3. Heavy equipment.....	1.553	1.542	62.08	62.98	40.0	40.8	1.140	1.140	44.70	44.78	39.2	39.3
4. Hardware and small parts.....	1.454	1.426	59.33	58.88	40.8	41.3	1.119	1.089	42.76	41.64	38.2	38.2
5. Other products.....	1.581	1.506	63.50	60.69	40.2	40.3	1.208	1.188	46.36	45.53	38.4	38.3
25 INDUSTRIES.....	1.550	1.523 _r	61.98	61.39	40.1	40.4	1.112	1.107	42.13	42.25	37.8	38.1 _r
Cement.....	1.315	1.291	53.74	52.33	40.9	40.5
Petroleum refining.....	1.837	1.791	73.79	71.86	40.2	40.1
27 INDUSTRIES.....	1.553	1.525 _r	62.10	61.48	40.1	40.4
Aircraft.....	1.440	1.440	55.93	56.05	38.8	38.9	1.221	1.217	49.88	49.84	40.9	40.9
Shipbuilding.....	1.589	1.569	57.77	57.12	36.3	36.4	1.106	1.110	39.15	40.37	35.4	36.4

See footnotes on page 508

of male workers in petroleum refineries. Each of the labor groups shared equally in this 2.6% rise, which brought the composite average to \$1.837, a new peak in the series. The July weekly return also surpassed all previous levels. It amounted to \$73.79, or 2.7% more than in June. Even though the total number of workers expanded 0.2%, the distribution of the unskilled and skilled groups remained unchanged over the month.

AIRCRAFT

The over-all picture for aircraft statistics showed little variation between June and July. Average hourly earnings remained at \$1.415, while the length of the work week declined 0.3%. As a result, average weekly earnings dropped slightly. The outstanding feature of employment was a 7.3% gain in the number of unskilled workers, although the total number of production workers advanced only 0.6%. In the year period, actual employment rose 13.3% within

the industry while hourly earnings and average hours registered slight declines.

SHIPBUILDING

Since January of this year, employment in shipyards dropped steadily. The latest month-to-month decline of all production workers amounted to 3.7%; over the year, from July, 1947, to date, it has been 20.1%. Both groups of male workers received a higher hourly return in July than in June—0.6% more for the unskilled and 1.3% more for the skilled. Their weekly earnings also followed the same pattern of increases—2.0% and 0.9%, respectively.

LABOR STATISTICS IN JULY

Hourly earnings averaged \$1.474 in July. This was 2.3 cents, or 1.6%, more than in the preceding month and 12 cents, or 8.9%, greater than in July, 1947. Since 1929, the rise has been 149.8%.

Weekly earnings reached a new peak of \$58.44 in

EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMISKILLED MALE PRODUCTION WORKERS, JULY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Unskilled						Skilled and Semiskilled					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly				Hourly		Weekly			
	July	June	July	June	July	June	July	June	July	June	July	June
Agricultural implement.....	1.398	1.358	55.12	53.74	39.4	39.6	1.554	1.523	64.09	62.90	41.2	41.3
Automobile ¹	1.445	1.391 _r	54.53	53.15 _r	37.7	38.2 _r	1.716	1.700 _r	65.70	63.92 _r	38.3	37.6 _r
Boot and shoe.....	.714	.712	26.34	26.70	36.9	37.5	1.247	1.257	47.57	47.79	38.2	38.0
Chemical.....	1.324	1.315	52.95	52.43	40.0	39.9	1.653	1.639	64.08	64.50	38.8	39.4
Rayon producing ²	1.101	1.092 _r	42.95	42.37 _r	39.0	38.8 _r	1.398	1.378 _r	54.61	53.98 _r	39.1	39.2 _r
Cotton—North.....	1.172	1.178	46.78	48.11	39.9	40.8	1.315	1.326	52.51	55.32	39.9	41.7
Electrical manufacturing.....	1.305	1.261	51.91	50.84	39.8	40.3	1.615	1.579	65.81	64.96	40.7	41.1
Furniture ³	1.094	1.075	44.92	44.05	41.1	41.0	1.454	1.434	58.92	58.04	40.5	40.5
Hosiery and knit goods.....	1.101	1.092	50.30	49.27	45.7	45.1	1.710	1.707	70.16	72.63	41.0	42.6
Iron and steel ⁴	1.327	1.278	44.02	47.37	33.2	37.1	1.716	1.632	63.81	66.12	37.2	40.5
Leather tanning and finishing.....	1.291	1.222	52.44	49.40	40.6	40.4	1.456	1.447	60.11	58.53	41.3	40.5
Lumber and millwork.....	1.200	1.185	50.89	48.96	42.4	41.3	1.690	1.655	69.18	63.89	40.9	38.6
Meat packing.....	1.238	1.234	56.44	56.22	45.6	45.6	1.475	1.468	66.21	65.31	44.9	44.5
Paint and varnish.....	1.221	1.182	51.61	51.10	42.3	43.2	1.530	1.528	61.75	62.28	40.4	40.8
Paper and pulp.....	1.254	1.217	54.56	52.64	43.5	43.2	1.508	1.459	68.38	66.60	45.4	45.7
Paper products.....	1.149	1.162	48.21	49.57	41.9	42.6	1.480	1.477	63.58	63.99	42.9	43.3
Printing—book and job.....	1.327	1.322	56.63	55.98	42.7	42.3	2.141	2.141	86.63	89.89	40.5	42.0
Printing—news and magazine.....	1.303	1.305	46.22	45.77	35.5	35.1	2.139	2.158	83.21	83.12	38.9	38.5
Rubber.....	1.355	1.333	52.71	50.52	38.9	37.9	1.701	1.645	67.29	62.97	39.6	38.3
1. Rubber tires and tubes.....	1.453	1.415	54.78	51.65	37.7	36.5	1.800	1.736	70.61	64.79	39.2	37.3
2. Other rubber products.....	1.108	1.128	47.10	48.02	42.5	42.6	1.501	1.471	60.43	59.22	40.3	40.3
Wool.....	1.293	1.286	55.09	55.68	42.6	43.3	1.552	1.527	64.99	64.57	41.9	42.3
1. Woolen and worsted goods.....	1.341	1.342	56.50	57.04	42.1	42.5	1.519	1.524	64.46	64.85	42.4	42.5
2. Other woolen products ⁵	1.228	1.208	53.09	53.72	43.2	44.5	1.584	1.529	65.47	64.31	41.3	42.1
Foundries and machine shops.....	1.281	1.255	51.18	51.06	40.0	40.7	1.575	1.540	63.50	62.87	40.3	40.8
1. Foundries.....	1.305	1.287	52.20	53.43	40.0	41.5	1.548	1.543	61.93	63.02	40.0	40.8
2. Machines and machine tools.....	1.239	1.210	50.53	50.10	40.8	41.4	1.521	1.510	61.63	62.11	40.5	41.1
3. Heavy equipment.....	1.254	1.249	49.21	50.14	39.2	40.1	1.595	1.582	63.91	64.77	40.1	40.9
4. Hardware and small parts.....	1.252	1.231	49.74	49.77	39.7	40.4	1.512	1.482	62.18	61.59	41.1	41.6
5. Other products.....	1.321	1.274	53.08	51.30	40.2	40.3	1.626	1.546	65.30	62.31	40.2	40.3
24 INDUSTRIES ⁶	1.265	1.241	50.73	50.39 _r	40.2	40.7	1.618	1.589 _r	64.64	63.95 _r	40.0	40.3
Cement.....	1.131	1.131	43.16	42.04	38.1	37.2	1.334	1.308	54.96	53.55	41.2	40.9
Petroleum refining.....	1.470	1.434	59.78	59.35	40.7	41.4	1.877	1.831	75.30	73.20	40.1	40.0
26 INDUSTRIES ⁶	1.266	1.242	50.76	50.41	40.2	40.6	1.621	1.591 _r	64.75	64.03 _r	40.0	40.3
Aircraft.....	1.217	1.196	49.05	46.17	40.3	38.6	1.448	1.447	56.17	56.35	38.8	38.9
Shipbuilding.....	1.265	1.258	43.92	43.05	34.7	34.2	1.627	1.606	59.44	58.90	36.5	36.7

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which they play as compensation for work performed cannot be taken into account in a study of this character.

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Based on data collected by the Textile Economics Bureau, Inc. and THE CONFERENCE BOARD.

³Includes wood, metal, and upholstered household and office furniture.

⁴Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

⁵Principally rugs.

⁶Silk and rayon industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

^rRevised.

July, as compared with \$57.95 in June. This latest monthly rise amounted to 0.8%. Since July, 1947, they have advanced 9.0%, and 104.7% since 1929.

Real weekly earnings increased 0.1% over the month but declined 0.1% over the year. Between 1929 and this July, the rise has been 47.3%.

Hours per week were 0.8% less this July than in June but the same as in July of last year. They have been cut 17.8% since 1929.

Employment declined 0.2% between June and July.

A rise of 1.0% occurred since July, 1947, and 25.5% since 1929.

Man hours were reduced 1.0% in July but rose 1.0% in the year period. Since 1929, the increase has amounted to 3.1%.

Payrolls were 0.7% higher in July than in June and 10.1% above the July, 1947, level. In the period from 1929, there has been a rise of 156.9%.

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Consumers' Prices Unchanged in August

FOR THE third time this year, consumers' prices in the United States showed no monthly increase. According to Conference Board data, declines were recorded in February and March and no change has taken place from July 15 to August 15. Since mid-January, however, the over-all increase has been 2.0%. The Board's consumers' price index remained at 165.6¹ (January, 1939=100) in August, a record peak for the series. This was 7.3% above the figure for August, 1947, and 0.7% higher than the previous all-time high in June, 1948.

The purchasing value of the January, 1939, dollar stood at 60.4 cents—4.4 cents under its value a year earlier.

Food, the most heavily weighted item in the budget of moderate-income families, showed a decline of 0.3% over the month, and is now 49.5% higher than in June, 1946, the last month of full OPA controls. In

¹The United States all-items index for July, as originally published, was 165.5. The revised index for that month is 165.6.

July of this year, the index reached 224.6 (revised), its highest point in the more than thirty-four years for which THE CONFERENCE BOARD has compiled indexes of consumers' prices.

Most meats continued to rise in price, with pork chops and smoked ham showing increases in most cities. Prices of dairy products too were generally higher. Exceptions were butter, vegetable lard substitutes, and lard. Most sources reported higher prices for evaporated milk, eggs, and American cheese. Widespread declines for most fresh vegetables and for fats caused the over-all drop in the food index.

The only other decline (0.1%) was shown by the clothing component, a drop of 0.3% in women's wear offsetting an increase of 0.1% in men's clothing. The rise in the men's clothing index was occasioned by higher prices for wool suits, topcoats, cotton broadcloth shirts, and woven shirts; the index for women's

(Text continued on page 513)

CONSUMERS' PRICE INDEX FOR THE UNITED STATES, AND PURCHASING VALUE OF THE DOLLAR

Index Numbers, January, 1939=100

Revised Series: January, 1939=100; Series previously was on 1923=100.

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House Furnishings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1946 September.....	137.9	169.3 _a	104.7	140.0	144.9	135.8	110.0	90.7	93.1	135.8	128.9	72.5
December.....	148.3	192.5 _b	104.7	147.8	157.3	139.8	110.5	90.2	93.3	144.4	134.7	67.4
Annual average ³ ...	136.1	164.6	104.7	139.2	144.2	135.0	108.4	91.1	93.3	135.4	128.6	73.8
1947 March.....	150.5	196.3 _c	104.7	151.0	161.7	142.0	111.7	90.0	93.2	148.1	136.0	66.4
June.....	151.1	197.5 _d	104.7	149.3	161.6	138.9	111.3	89.8	93.9	147.6	137.5	66.2
July.....	151.7	198.5	104.7	149.2	161.3	139.0	112.7	88.1	93.8	148.4	138.3	65.9
August.....	154.4	205.3 _e	104.7	149.9	161.7	139.9	116.7	89.8	93.8	148.8	138.6	64.8
September.....	157.0	212.1	104.7	151.2	161.8	142.3	117.2	89.8	93.8	150.6	139.1	63.7
October.....	157.9	210.8	109.1	152.0	162.0	143.5	117.8	89.9	93.8	151.9	140.2	63.3
November.....	159.1	212.9 _f	109.1	153.2	163.6	144.5	119.0	89.9	93.8	153.3	141.1	62.9
December.....	161.1	216.9	109.9	154.0	164.4	145.2	119.4	89.9	93.8	154.1	142.6	62.1
Annual average ⁴ ...	153.8	203.2	105.9	150.9	162.1	141.4	114.3	89.7	93.7	149.5	138.4	65.0
1948 January.....	162.4	218.9 _g	109.9	155.7	166.5	146.5	120.1	89.8	93.8	155.4	143.9	61.6
February.....	160.6	213.2 _h	109.9	156.5	168.1	146.7	120.3	89.8	93.9	156.0	143.8	62.3
March.....	160.3	210.9	110.1	156.8	168.5	146.8	120.3	89.9	93.9	156.3	145.1	62.4
April.....	162.3	216.8	110.1	156.2	168.2	146.0	120.5	89.8	93.9	156.4	145.4	61.6
May.....	163.2	219.6 _i	110.1	156.1	168.4	145.8	121.5	89.8	93.9	156.2	145.4	61.8
June.....	164.4	221.8	110.7	155.9	168.2	145.5	122.2	90.1	93.9	156.0 _r	146.6	60.8
July.....	165.6 _r	224.6 _r	110.7	155.6	168.0	145.2 _r	124.6	90.3	93.9	157.2	146.7	60.4
August.....	165.6	223.9 _j	110.7	155.5	168.1	144.8	126.1	90.3	93.9	157.4	147.5	60.4

Percentage Changes

July, 1948 to Aug., 1948....	0	-0.3	0	-0.1	+0.1	-0.3	+1.2	0	0	+0.1	+0.5	0
Aug., 1947 to Aug., 1948....	+7.3	+9.1	+5.7	+3.7	+4.0	+3.5	+8.1	+0.6	+0.1	+5.8	+6.4	-6.8

¹Rents surveyed quarterly, March 15, June 15, Sept. 15, Dec. 15.

²Includes electricity and gas.

³Average of four quarterly indexes.

⁴Weighted average of two quarterly indexes and six monthly indexes.

_aBased on food prices for Sept. 16, 1946.

_bBased on food prices for Dec. 16, 1946.

_cBased on food prices for March 15, 1947.

_dBased on food prices for June 16, 1947.

_eBased on food prices for Aug. 15, 1947.

_fBased on food prices for Nov. 17, 1947.

_gBased on food prices for Jan. 14, 1948.

_hBased on food prices for Feb. 16, 1948.

_iBased on food prices for May 13, 1948.

_jBased on food prices for Aug. 16, 1948.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948		Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948
Akron						Chicago					
Food.....	228.9	228.6	210.8	+0.1	+8.6	Food.....	234.2	236.5	213.7 _r	-1.0	+9.6
Housing ¹	119.8	119.8 _r	113.9	0	+5.2	Housing ¹	120.5	120.5	105.8	0	+13.9
Clothing.....	154.7	153.9	146.6	+0.5	+5.5	Clothing.....	155.1	155.1 _r	149.4	0	+8.8
Fuel ²	154.6	153.0	137.9	+1.0	+12.1	Fuel ²	111.6	110.5	103.8	+1.0	+7.5
Housefurnishings.....	136.1	135.1	130.6	+0.7	+4.2	Housefurnishings.....	153.0	153.2	142.6	-0.1	+7.3
Sundries.....	147.8	147.5	139.0	+0.2	+6.3	Sundries.....	152.5	151.7	137.3	+0.5	+11.1
Weighted Total.....	167.7	167.2	156.3	+0.3	+7.3	Weighted Total.....	170.1	170.6 _r	154.8	-0.3	+9.9
Atlanta						Cincinnati					
Food.....	233.1	230.0	215.9 _r	+1.3	+8.0	Food.....	224.6	224.7	206.0	a	+9.0
Housing ¹	108.8	108.8	99.2	0	+9.7	Housing ¹	105.9	105.9	100.9	0	+5.0
Clothing.....	147.5	149.6	147.9 _r	-1.4	-0.3	Clothing.....	166.4	166.8	157.8	-0.2	+5.4
Fuel ²	134.6	134.6	123.9	0	+8.6	Fuel ²	132.5	132.5	121.8	0	+8.8
Housefurnishings.....	150.6	149.7 _r	135.9	+0.6	+10.8	Housefurnishings.....	147.6	147.4	139.8 _r	+0.1	+5.6
Sundries.....	138.9	138.3	132.5	+0.4	+4.8	Sundries.....	148.9	148.4	141.9	+0.3	+4.9
Weighted Total.....	162.8	161.9	152.8 _r	+0.6	+6.5	Weighted Total.....	167.2	167.1	156.3	+0.1	+7.0
Baltimore						Cleveland					
Food.....	225.0	224.1	205.9 _r	+0.4	+9.3	Food.....	226.9	224.1 _r	204.2	+1.2	+11.1
Housing ¹	109.2	109.2	103.2	0	+5.8	Housing ¹	116.7	116.7	109.7	0	+6.4
Clothing.....	155.0	154.7 _r	149.8 _r	+0.2	+3.5	Clothing.....	163.9	164.3	157.7	-0.2	+8.9
Fuel ²	141.6	135.5	129.3	+4.5	+9.5	Fuel ²	134.4	134.4	121.6	0	+10.5
Housefurnishings.....	169.0	165.7	159.0	+2.0	+6.3	Housefurnishings.....	162.8	162.6	150.3 _r	+0.1	+8.3
Sundries.....	143.3	142.4	136.9	+0.6	+4.7	Sundries.....	151.0	150.3	142.1	+0.5	+6.3
Weighted Total.....	167.7	166.6	156.6 _r	+0.7	+7.1	Weighted Total.....	168.6	167.6	155.7	+0.6	+8.3
Birmingham						Dallas					
Food.....	230.3	229.4	214.6	+0.4	+7.3	Food.....	226.8	228.3	201.8	-0.7	+12.4
Housing ¹	117.5	117.5	105.7	0	+11.2	Housing ¹	115.1	115.1	105.6	0	+9.0
Clothing.....	157.9	157.4	151.8	+0.3	+4.0	Clothing.....	161.6	161.7 _r	151.8	-0.1	+6.5
Fuel ²	126.4	126.4	121.3	0	+4.2	Fuel ²	89.1	89.1	89.1	0	0
Housefurnishings.....	155.5	153.8	151.5	+1.1	+2.6	Housefurnishings.....	154.3	153.9	146.9	+0.3	+5.0
Sundries.....	136.6	132.1	127.2	+3.4	+7.4	Sundries.....	145.9	145.6	137.3	+0.2	+6.3
Weighted Total.....	163.5	161.6	152.7	+1.2	+7.1	Weighted Total.....	160.9	161.1	148.2	-0.1	+8.6
Boston						Dayton					
Food.....	211.2	212.0	191.8 _r	-0.4	+10.1	Food.....	219.1	220.1	202.0	-0.5	+8.5
Housing ¹	113.9	113.9	104.5	0	+9.0	Housing ¹	117.5	117.5	106.4	0	+10.4
Clothing.....	144.8	144.8	142.5 _r	0	+1.6	Clothing.....	152.5	152.9	146.9	-0.3	+8.8
Fuel ²	156.3	152.8	136.5	+2.3	+14.5	Fuel ²	141.7	140.0	126.7	+1.2	+11.8
Housefurnishings.....	161.0	160.3	153.5	+0.4	+4.9	Housefurnishings.....	167.1	166.7	162.9	+0.2	+2.6
Sundries.....	146.0	145.1	141.5	+0.6	+3.2	Sundries.....	140.2	140.1	135.7	+0.1	+3.3
Weighted Total.....	164.2	163.9	152.1 _r	+0.2	+8.0	Weighted Total.....	163.3	163.5	152.9	-0.1	+6.8
Bridgeport						Denver					
Food.....	217.3	218.6	197.0 _r	-0.6	+10.3	Food.....	219.7	225.4	203.5	-2.5	+8.0
Housing ¹	107.1	107.1	106.5	0	+0.6	Housing ¹	113.4	113.4	105.5	0	+7.5
Clothing.....	150.9	151.3	143.8 _r	-0.3	+4.9	Clothing.....	157.9	158.0	148.5	-0.1	+6.3
Fuel ²	149.9	147.4	132.8	+1.7	+12.9	Fuel ²	105.0	103.6	101.3	+1.4	+3.7
Housefurnishings.....	154.9	154.2	144.0	+0.5	+7.6	Housefurnishings.....	152.3	152.6	142.0	-0.2	+7.3
Sundries.....	166.7	165.8	151.0 _r	+0.5	+10.4	Sundries.....	144.4	144.8	135.3	-0.3	+6.7
Weighted Total.....	168.4	168.4	155.0 _r	0	+8.6	Weighted Total.....	161.4	163.2	150.6	-1.1	+7.2
Buffalo						Des Moines					
Food.....	237.3	237.0	213.4	+0.1	+11.2	Food.....	224.6	224.1	199.2 _r	+0.2	+12.8
Housing ¹	117.8	117.8	112.3	0	+4.9	Housing ¹	107.7	107.7	105.3	0	+2.3
Clothing.....	151.8	151.7	146.1	+0.1	+3.9	Clothing.....	166.7	166.8	159.3	-0.1	+4.6
Fuel ²	142.7	142.7	126.7	0	+12.6	Fuel ²	151.8	148.9	137.3	+1.9	+10.6
Housefurnishings.....	158.7	159.5	156.0	-0.5	+1.7	Housefurnishings.....	163.2	162.1	155.8	+0.7	+4.7
Sundries.....	147.7	146.8 _r	138.6 _r	+0.6	+6.6	Sundries.....	142.7	142.4	137.8	+0.2	+3.6
Weighted Total.....	170.7	170.4 _r	157.8 _r	+0.2	+8.2	Weighted Total.....	163.1	162.5	152.0	+0.4	+7.3
Chattanooga						Detroit					
Food.....	236.9	233.1	216.2 _r	+1.6	+9.6	Food.....	226.9	226.5	209.6	+0.2	+8.3
Housing ¹	103.7	103.7	103.7	0	0	Housing ¹	109.9	109.9	107.4	0	+2.3
Clothing.....	155.3	155.4	147.1	-0.1	+5.6	Clothing.....	157.0	156.9 _r	150.5 _r	+0.1	+4.3
Fuel ²	133.0	133.0	123.9	0	+7.3	Fuel ²	146.4	145.8	131.8	+0.4	+11.1
Housefurnishings.....	143.5	143.8	136.6 _r	-0.2	+5.1	Housefurnishings.....	162.9	163.4	152.0	-0.3	+7.2
Sundries.....	137.5	137.8	130.0 _r	-0.2	+5.8	Sundries.....	162.7	162.0	151.3	+0.4	+7.5
Weighted Total.....	163.8	162.8	153.4 _r	+0.6	+6.8	Weighted Total.....	169.6	169.3 _r	158.6	+0.2	+6.9

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

_rRevised.

aLess than 0.1%

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939 = 100			Percentage Changes		City	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948		Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948
Duluth						Kansas City, Mo.					
Food.....	221.8	223.9	199.4 ^r	-1.2	+11.0	Food.....	209.6	210.0	194.4	-0.2	+7.8
Housing ¹	101.9	101.9	100.2	0	+1.7	Housing ¹	108.4	108.4	105.5	0	+2.7
Clothing.....	166.5	166.0 ^r	162.1	+0.3	+2.7	Clothing.....	160.9	160.7	154.9 ^r	+0.1	+3.9
Fuel ²	150.5	147.9	134.6	+1.8	+11.8	Fuel ²	120.9	120.8 ^r	109.6	+0.1	+10.3
Housefurnishings.....	172.6	173.1	161.4	-0.3	+6.9	Housefurnishings.....	146.2	146.1	136.9	+0.1	+6.8
Sundries.....	142.7	142.2 ^r	136.7	+0.4	+4.4	Sundries.....	150.7	150.0	140.5	+0.5	+7.3
Weighted Total.....	167.2	167.5	155.4 ^r	-0.2	+7.6	Weighted Total.....	159.5	159.4	149.5	+0.1	+6.7
Eric, Pa.						Lansing					
Food.....	234.0	240.0	221.5	-2.5	+5.6	Food.....	239.8	246.7	232.7	-2.8	+3.1
Housing ¹	123.2	123.2	110.2	0	+11.8	Housing ¹	102.1	102.1	98.0	0	+4.2
Clothing.....	172.1	171.6 ^r	169.6	+0.3	+1.5	Clothing.....	157.3	156.5	146.7	+0.5	+7.2
Fuel ²	155.1	152.7	135.5	+1.6	+14.5	Fuel ²	134.8	131.2	127.1	+2.7	+6.1
Housefurnishings.....	156.5	154.2 ^r	149.2	+1.5	+4.9	Housefurnishings.....	164.1	163.0	158.2 ^r	+0.7	+3.7
Sundries.....	155.4	154.8	149.5	+0.4	+3.9	Sundries.....	156.1	155.6	147.5	+0.3	+5.8
Weighted Total.....	176.1	177.5	165.8	-0.8	+6.2	Weighted Total.....	167.2	168.6	160.0 ^r	-0.8	+4.5
Fall River						Los Angeles					
Food.....	209.0	210.4	190.4	-0.7	+9.8	Food.....	220.8	224.2	204.1 ^r	-1.5	+8.2
Housing ¹	104.3	104.3	104.3	0	0	Housing ¹	111.8	111.8	106.2	0	+5.3
Clothing.....	172.1	169.6	157.5 ^r	+1.5	+9.3	Clothing.....	146.8	146.4 ^r	143.2	+0.3	+2.5
Fuel ²	151.2	148.6	129.1	+1.7	+17.1	Fuel ²	91.8	91.8	91.8 ^r	0	0
Housefurnishings.....	141.5	141.2 ^r	133.5 ^r	+0.2	+6.0	Housefurnishings.....	147.0	146.4 ^r	136.2 ^r	+0.4	+7.9
Sundries.....	145.5	141.2	138.6 ^r	+3.0	+5.0	Sundries.....	144.4	143.4	136.5	+0.7	+5.8
Weighted Total.....	163.0	161.7 ^r	151.1	+0.8	+7.9	Weighted Total.....	159.5	160.1	150.1 ^r	-0.4	+6.3
Grand Rapids						Louisville					
Food.....	227.1	231.1	208.4	-1.7	+9.0	Food.....	235.6	236.5 ^r	216.6 ^r	-0.4	+8.8
Housing ¹	112.8	112.8	106.5	0	+5.9	Housing ¹	107.1	107.1	103.9	0	+3.1
Clothing.....	155.3	155.6	153.5	-0.2	+1.2	Clothing.....	153.5	153.7	148.0 ^r	-0.1	+3.7
Fuel ²	154.0	149.8	138.1	+2.8	+11.5	Fuel ²	156.1	156.1	143.8	0	+8.6
Housefurnishings.....	172.7	167.6	158.6 ^r	+3.0	+8.9	Housefurnishings.....	164.2	164.5 ^r	160.6 ^r	-0.2	+2.2
Sundries.....	154.3	154.2	144.3	+0.1	+6.9	Sundries.....	151.3	148.8	140.6	+1.7	+7.6
Weighted Total.....	169.5	170.1	157.8 ^r	-0.4	+7.4	Weighted Total.....	173.7	173.3	162.3 ^r	+0.2	+7.0
Green Bay, Wis.						Macon					
Food.....	204.5	210.6	199.2 ^r	-2.9	+2.7	Food.....	222.1	226.1	207.7 ^r	-1.8	+6.9
Housing ¹	115.2	115.2	106.8	0	+7.9	Housing ¹	123.2	123.2	114.0	0	+8.1
Clothing.....	168.5	168.2	163.8	+0.2	+2.9	Clothing.....	163.1	163.3	153.4	-0.1	+6.3
Fuel ²	134.6	132.4	124.9	+1.7	+7.8	Fuel ²	117.9	116.7	111.1	+1.0	+6.1
Housefurnishings.....	159.2	157.7	148.9	+1.0	+6.9	Housefurnishings.....	155.2	155.6	149.3	-0.3	+4.0
Sundries.....	143.7	143.4	133.2	+0.2	+7.9	Sundries.....	137.7	137.1	132.0	+0.4	+4.3
Weighted Total.....	159.9	161.2	152.0 ^r	-0.8	+5.2	Weighted Total.....	164.7	165.6	155.5 ^r	-0.5	+5.9
Houston						Memphis					
Food.....	228.5	227.3	205.9 ^r	+0.5	+11.0	Food.....	238.5	240.5 ^r	224.1	-0.8	+6.4
Housing ¹	111.1	111.1	105.7	0	+5.1	Housing ¹	114.0	114.0	108.4	0	+5.2
Clothing.....	157.2	157.0	148.0 ^r	+0.1	+6.2	Clothing.....	161.7	160.6	156.6 ^r	+0.7	+3.3
Fuel ²	81.8	81.8	81.8	0	0	Fuel ²	117.9	112.7	108.8	+4.6	+8.4
Housefurnishings.....	142.9	142.3	138.5 ^r	+0.4	+3.2	Housefurnishings.....	157.4	156.3	151.9	+0.7	+3.6
Sundries.....	145.6	145.2	135.7	+0.3	+7.3	Sundries.....	127.5	127.2	123.3	+0.2	+3.4
Weighted Total.....	160.5	159.9	148.8	+0.4	+7.9	Weighted Total.....	160.9	160.8 ^r	153.1 ^r	+0.1	+5.1
Huntington, W. Va.						Milwaukee					
Food.....	225.7	225.7	210.9	0	+7.0	Food.....	224.3	226.0 ^r	203.6	-0.8	+10.2
Housing ¹	111.7	111.7	111.7	0	0	Housing ¹	112.1	112.1	103.5	0	+8.3
Clothing.....	156.2	155.9	147.8	+0.2	+5.7	Clothing.....	166.6	167.0	163.3	-0.2	+2.0
Fuel ²	100.0	100.0	100.0	0	0	Fuel ²	135.4	132.2	125.2	+2.4	+8.1
Housefurnishings.....	160.8	161.0	155.8	-0.1	+3.2	Housefurnishings.....	173.7	173.9	159.0	-0.1	+9.2
Sundries.....	146.9	145.8	141.6 ^r	+0.8	+3.7	Sundries.....	155.6	155.0 ^r	134.2	+0.4	+15.9
Weighted Total.....	166.1	165.7	158.5 ^r	+0.2	+4.8	Weighted Total.....	167.8	167.9	152.3	-0.1	+10.2
Indianapolis						Minneapolis					
Food.....	230.9	230.2	211.7 ^r	+0.3	+9.1	Food.....	238.4	237.3	220.8	+0.5	+8.0
Housing ¹	116.0	116.0	107.9	0	+7.5	Housing ¹	108.8	108.8	103.7	0	+4.9
Clothing.....	149.0	148.7	145.7	+0.2	+2.3	Clothing.....	163.0	162.9	158.1 ^r	+0.1	+3.1
Fuel ²	150.3	148.1	132.9	+1.5	+13.1	Fuel ²	137.8	134.9	120.7	+2.1	+14.2
Housefurnishings.....	154.2	153.9 ^r	148.8 ^r	+0.2	+3.6	Housefurnishings.....	169.3	168.3	154.5	+0.6	+9.6
Sundries.....	152.7	152.3	142.9	+0.3	+6.9	Sundries.....	154.4	153.9 ^r	136.6	+0.3	+13.0
Weighted Total.....	168.8	168.3	157.1 ^r	+0.3	+7.4	Weighted Total.....	171.6	170.8 ^r	157.5	+0.5	+9.0

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948		Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948
Muskegon						Portland, Ore.					
Food.....	269.2	272.3 _r	244.2	-1.1	+10.2	Food.....	233.1	232.7 _r	208.4 _r	+0.2	+11.9
Housing ¹	115.4	115.4	115.2	0	+0.2	Housing ¹	117.3	117.3	110.0	0	+6.6
Clothing.....	150.8	150.6	144.5	+0.1	+4.4	Clothing.....	174.7	174.5	159.9 _r	+0.1	+9.3
Fuel ²	156.6	155.7	144.3	+0.6	+8.5	Fuel ²	125.6	124.3	121.9	+1.0	+3.0
Housefurnishings.....	139.1	140.4	138.9	-0.9	+0.1	Housefurnishings.....	144.5	143.7	137.4 _r	+0.6	+5.2
Sundries.....	142.9	142.4	137.9	+0.4	+3.6	Sundries.....	134.5	134.1	128.9	+0.3	+4.3
Weighted Total.....	175.1	175.8	164.9	-0.4	+6.2	Weighted Total.....	165.9	165.4	153.4	+0.3	+8.1
Newark						Providence					
Food.....	222.9	222.1 _r	193.6 _r	+0.4	+15.1	Food.....	225.8	228.4	207.0 _r	-1.1	+9.1
Housing ¹	104.9	104.9	101.4	0	+3.5	Housing ¹	106.2	106.2	103.3	0	+2.8
Clothing.....	146.5	146.7	144.8	-0.1	+4.4	Clothing.....	156.7	155.6	148.7 _r	+0.7	+5.4
Fuel ²	116.7	115.4	107.6	+1.1	+8.5	Fuel ²	145.1	140.7	125.3	+3.1	+15.8
Housefurnishings.....	174.4	174.5	163.9	-0.1	+6.4	Housefurnishings.....	139.5	139.8	129.8	-0.2	+7.5
Sundries.....	140.4	139.1	129.4	+0.9	+8.5	Sundries.....	147.0	146.2	139.2	+0.5	+5.6
Weighted Total.....	164.2	163.6 _r	149.0 _r	+0.4	+10.2	Weighted Total.....	165.2	165.3	153.7	-0.1	+7.5
New Haven						Richmond					
Food.....	216.2	219.7 _r	203.1 _r	-1.6	+6.5	Food.....	256.0	252.3	236.7	+1.5	+8.2
Housing ¹	105.6	105.6	105.3	0	+0.3	Housing ¹	114.1	114.1	103.4	0	+10.3
Clothing.....	162.4	162.8	152.8	-0.2	+6.3	Clothing.....	162.9	162.6	153.1 _r	+0.2	+6.4
Fuel ²	142.0	139.2	122.7	+2.0	+15.7	Fuel ²	130.3	130.3	121.0	0	+7.7
Housefurnishings.....	154.1	153.3	143.4	+0.5	+7.5	Housefurnishings.....	160.0	161.7	163.3	-1.1	-2.0
Sundries.....	126.5	126.1	124.3	+0.3	+1.8	Sundries.....	132.8	132.3	124.9	+0.4	+6.3
Weighted Total.....	157.4	158.2 _r	149.5 _r	-0.5	+5.3	Weighted Total.....	169.8	168.6	158.4	+0.7	+7.2
New Orleans						Roanoke, Va.					
Food.....	230.4	231.5	215.9	-0.5	+6.7	Food.....	226.7	227.3 _r	211.6	-0.3	+7.1
Housing ¹	118.7	118.7	110.6	0	+7.3	Housing ¹	133.7	133.7	123.9	0	+7.9
Clothing.....	160.5	161.0	155.4	-0.3	+3.3	Clothing.....	173.0	171.8	159.7	+0.7	+8.3
Fuel ²	90.7	90.7	85.2	0	+6.5	Fuel ²	147.9	147.9	133.5	0	+10.8
Housefurnishings.....	163.2	163.7	155.8	-0.3	+4.7	Housefurnishings.....	160.4	161.2	149.4	-0.5	+7.4
Sundries.....	136.5	136.6	131.4	-0.1	+3.9	Sundries.....	145.5	141.5	136.6	+2.8	+6.5
Weighted Total.....	170.3	170.8	161.0	-0.3	+5.8	Weighted Total.....	171.1	169.9	159.3	+0.7	+7.4
New York						Rochester					
Food.....	215.4	215.5 _r	197.9 _r	a	+8.8	Food.....	229.7	232.2	214.5	-1.1	+7.1
Housing ¹	103.2	103.2	100.8	0	+2.4	Housing ¹	103.9	103.9	103.9	0	0
Clothing.....	153.9	154.6	148.4	-0.5	+3.7	Clothing.....	157.1	157.1	156.4 _r	0	+0.4
Fuel ²	119.8	118.5	112.6	+1.1	+6.4	Fuel ²	155.0	150.2 _r	141.9	+3.2	+9.2
Housefurnishings.....	157.6	157.4	149.5	+0.1	+5.4	Housefurnishings.....	184.9	184.0	175.6	+0.5	+5.3
Sundries.....	145.6	144.8	139.5 _r	+0.6	+4.4	Sundries.....	151.9	151.1	144.1 _r	+0.5	+5.4
Weighted Total.....	161.7	161.5	152.2	+0.1	+6.2	Weighted Total.....	166.5	166.6	158.4 _r	-0.1	+5.1
Omaha						Rockford, Ill.					
Food.....	246.5	245.7	221.4	+0.3	+11.3	Food.....	245.9	244.8 _r	219.1	+0.4	+12.2
Housing ¹	106.0	106.0	100.6	0	+5.4	Housing ¹	140.2	140.2	138.1	0	+1.5
Clothing.....	155.9	155.6	149.6	+0.2	+4.2	Clothing.....	161.2	162.0	147.6	-0.5	+9.2
Fuel ²	133.8	133.2	125.1	+0.5	+7.0	Fuel ²	144.3	141.2	130.3	+2.2	+10.7
Housefurnishings.....	173.1	173.0	166.6 _r	+0.1	+3.9	Housefurnishings.....	162.8	163.1	149.5	-0.2	+8.9
Sundries.....	145.8	145.3	136.9 _r	+0.3	+6.5	Sundries.....	147.9	147.6	138.6	+0.2	+6.7
Weighted Total.....	169.4	168.9	156.8	+0.3	+8.0	Weighted Total.....	178.0	177.4 _r	163.7	+0.3	+8.7
Philadelphia						Sacramento					
Food.....	209.8	208.4	192.0	+0.7	+9.3	Food.....	227.0	229.8	211.9	-1.2	+7.1
Housing ¹	110.4	110.4	102.7	0	+7.5	Housing ¹	115.3	115.3	105.7	0	+9.1
Clothing.....	149.3	149.6	145.5	-0.2	+2.6	Clothing.....	171.3	171.2	163.0	+0.1	+5.1
Fuel ²	142.8	138.9	129.9	+2.8	+9.9	Fuel ²	74.7	74.7	77.0	0	-3.0
Housefurnishings.....	151.6	151.9	148.7	-0.2	+2.0	Housefurnishings.....	178.2	178.1	167.4	+0.1	+6.5
Sundries.....	148.4	147.4	140.5	+0.7	+5.6	Sundries.....	142.0	141.3	133.3	+0.5	+6.5
Weighted Total.....	164.0	163.1	153.0	+0.6	+7.2	Weighted Total.....	164.2	164.8	153.9	-0.4	+6.7
Pittsburgh						St. Louis					
Food.....	221.7	222.8	206.3 _r	-0.5	+7.5	Food.....	222.1	222.3	202.0	-0.1	+10.0
Housing ¹	116.3	116.3	105.8	0	+9.9	Housing ¹	113.0	113.0	105.8	0	+6.8
Clothing.....	152.4	152.3	147.3 _r	+0.1	+3.5	Clothing.....	151.0	150.6	146.6	+0.3	+3.0
Fuel ²	136.1	136.1	125.4	0	+8.5	Fuel ²	148.4	147.0	138.5	+1.0	+7.1
Housefurnishings.....	145.6	145.7	139.3	-0.1	+4.5	Housefurnishings.....	159.0	159.3	145.1	-0.2	+9.6
Sundries.....	148.2	147.4	135.9	+0.5	+9.1	Sundries.....	137.6	137.2	129.5	+0.3	+6.3
Weighted Total.....	165.7	165.8	153.9	-0.1	+7.7	Weighted Total.....	164.5	164.3	152.6 _r	+0.1	+7.8

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

_rRevised.

aLess than 0.1%

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

SOURCE: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939 = 100			Percentage Changes		CITY	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948		Aug. 1948	July 1948	Aug. 1947	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948
St. Paul						Toledo					
Food.....	236.1	235.0	213.7	+0.5	+10.5	Food.....	229.5	232.6 ^r	210.8	-1.3	+8.9
Housing ¹	107.7	107.7	100.9	0	+6.7	Housing ¹	120.5	120.5	113.1	0	+6.5
Clothing.....	154.0	154.2	146.1 ^r	-0.1	+5.4	Clothing.....	153.8	158.8 ^r	151.4 ^r	0	+4.9
Fuel ²	141.4	139.4	123.8	+1.4	+14.2	Fuel ²	147.3	147.2	129.4	+0.1	+13.8
Housefurnishings.....	176.5	175.2 ^r	163.0	+0.7	+8.3	Housefurnishings.....	149.2	149.0	143.4 ^r	+0.1	+4.0
Sundries.....	147.0	146.8	136.9	+0.1	+7.4	Sundries.....	155.4	155.3	146.5	+0.1	+6.1
Weighted Total.....	168.3	167.7	154.5	+0.4	+8.9	Weighted Total.....	171.3	172.2 ^r	159.4 ^r	-0.5	+7.5
San Francisco - Oakland						Wausau, Wis.					
Food.....	226.8	228.1 ^r	205.6	-0.6	+10.3	Food.....	244.8	243.8	225.8 ^r	+0.4	+8.4
Housing ¹	100.9	100.9	100.9	0	0	Housing ¹	107.6	107.6	102.7	0	+4.8
Clothing.....	159.7	159.7	152.6 ^r	0	+4.7	Clothing.....	183.2	183.2	172.4	0	+6.3
Fuel ²	90.8	90.8	88.7	0	+2.4	Fuel ²	148.2	143.3	131.7	+3.4	+12.5
Housefurnishings.....	156.0	156.1 ^r	150.7 ^r	-0.1	+3.5	Housefurnishings.....	153.9	153.9	144.7	0	+6.4
Sundries.....	151.6	151.2	142.9	+0.3	+6.1	Sundries.....	139.7	139.1	131.9	+0.4	+5.9
Weighted Total.....	165.9	166.2	155.3	-0.2	+6.8	Weighted Total.....	170.9	169.9	158.0 ^r	+0.6	+8.2
Seattle						Wilmington, Del.					
Food.....	226.9	229.4	210.0	-1.1	+8.0	Food.....	207.2	209.0	193.5	-0.9	+7.1
Housing ¹	115.9	115.9	106.5	0	+8.8	Housing ¹	109.8	109.8	104.9	0	+4.7
Clothing.....	146.3	146.7	142.3	-0.3	+2.8	Clothing.....	169.5	168.7	155.1	+0.5	+9.3
Fuel ²	130.1	129.4	124.4	+0.5	+4.6	Fuel ²	130.4	127.0	116.5	+2.7	+11.9
Housefurnishings.....	168.2	168.3 ^r	154.9	-0.1	+8.6	Housefurnishings.....	174.3	171.3	159.5 ^r	+1.8	+9.3
Sundries.....	142.7	142.1	138.7	+0.4	+2.9	Sundries.....	132.3	131.7	127.4	+0.5	+3.8
Weighted Total.....	165.8	166.4	156.4 ^r	-0.4	+6.0	Weighted Total.....	161.6	161.6	151.4 ^r	0	+6.7
Spokane						Youngstown					
Food.....	218.6	221.2	199.6 ^r	-1.2	+9.5	Food.....	233.4	233.9	215.3 ^r	-0.2	+8.4
Housing ¹	104.0	104.0	102.0	0	+2.0	Housing ¹	106.7	106.7	105.6	0	+1.0
Clothing.....	143.4	143.6	142.8	-0.1	+0.4	Clothing.....	170.3	169.8	160.5 ^r	+0.3	+6.1
Fuel ²	147.3	144.5	143.9	+1.9	+2.4	Fuel ²	140.2	139.0	124.8	+0.9	+12.3
Housefurnishings.....	148.8	146.9	136.7 ^r	+1.3	+8.9	Housefurnishings.....	161.7	161.3	153.8 ^r	+0.2	+5.1
Sundries.....	141.8	141.1	135.1	+0.5	+5.0	Sundries.....	140.2	139.4	126.8	+0.6	+10.6
Weighted Total.....	161.4	161.7	152.2 ^r	-0.2	+6.0	Weighted Total.....	166.9	166.6	155.0 ^r	+0.2	+7.7
Syracuse											
Food.....	224.8	226.8	210.0	-0.9	+7.0						
Housing ¹	116.7	116.7	116.3	0	+0.3						
Clothing.....	157.1	157.9	155.1 ^r	-0.5	+1.3						
Fuel ²	150.2	146.8	136.7	+2.3	+9.9						
Housefurnishings.....	162.9	163.4	155.9	-0.3	+4.5						
Sundries.....	139.4	138.0	132.0 ^r	+1.0	+5.6						
Weighted Total.....	163.4	163.4	155.2 ^r	0	+5.3						

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

PERCENTAGE CHANGES IN INDEXES FOR FIVE CITIES

	Weighted Total		Food		Housing ¹		Clothing		Fuel and Light		Housefurnishings		Sundries	
	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948	July 1948 to Aug. 1948	Aug. 1947 to Aug. 1948
Bellefonte, Pa.	+0.1	+7.2	-1.1	+6.6	0	+13.9	0	+7.2	+3.2	+12.2	+0.8	+8.9	+0.7	+3.3
Evansville, Ind.	-0.1	+5.5	-0.4	+6.3	0	+3.4	-0.1	+3.7	0	+7.2	-0.2	+11.0	+0.3	+4.0
International Falls, Minn.	-0.4	+6.2	-0.6	+6.8	0	+12.4	-0.4	+2.4	+0.4	+11.0	-0.8	+3.6	-0.3	+4.4
Joliet, Ill. ²	-0.2	+6.6	-1.1	+10.1	0	+2.5	-0.1	+3.6	+1.6	+12.6	+0.1	+0.5	+0.5	+4.8
Trenton, N. J.	-0.3	+8.4	-1.6	+12.4	0	+3.1	-0.2	+3.1	+1.0	+9.0	-0.1	+3.8	+1.8	+0.7

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes Lockport and Rockdale.

clothing declined as a result of lower underwear prices.

Except for food, fuel showed a greater rise over August, 1947, than any other group, having risen 8.1% during the twelve-month period.

Thirty-two, or slightly more than half of the cities

surveyed, show July-to-August increases ranging from 0.1% to 1.2%; the pattern of the declines was almost the same. In only three cities was there no change.

SHIRLEY FASS

FLORENCE S. GEIGER

Statistical Division.

Wage Increase Announcements—August 15 to September 15

Note: Announcements verified by company granting increase unless otherwise specified.

Compiled by Mary Ann O'Donnell

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Allegheny Ludlum Steel Corporation.. Pittsburgh, Pa.	WE	\$1.25 hr. average	7-18-48	10,801	\$1.62 hr. average	4-1-47	(United Steelworkers, CIO)
	S	9%	7-18-48	1,411	\$1.99 hr. average	4-1-47	(No union)
American Can Company..... Constantine, Mich.	WE	\$1.10 hr.	6-1-48	75	n.a.	n.a.	(United Paperworkers, CIO)
American Viscose Corporation..... Roanoke and Front Royal, Va.; Lewistown, Meadville and Marcus Hill, Pa.; Parkersburg and Nitro, W. Va.	WE	\$1.15 hr.	6-27-48	16,043	See remarks	11-30-46	Previous average straight-time rate not including any premiums or overtime: \$1.25 hr. (Textile Workers, CIO)
	S	See remarks	7-1-48	3,500	n.a.	n.a.	12% increase on annual salaries of \$4,000 and less; 10% increase on annual salaries in excess of \$4,000. (No union)
Ampro Corporation..... Chicago, Ill.	WE	\$1.11 hr.	7-26-48	355	n.a.	9-2-47	Previous increase: 5¢ hr. effective 9-2-47 (United Electrical Workers, CIO)
Argus, Incorporated..... Minneapolis, Minn.	WE	\$1.08 hr.	7-7-48	106	\$1.24 hr. wgtd. average	4-6-47	(United Electrical Workers, CIO)
The Borden Company..... Springfield, Ore.	WE	\$1.10 hr.	7-1-48	15	\$1.60 hr.	1-1-48	(Int. Chemical Workers, AFL)
Brown Company..... Berlin, N. H.	WE	\$1.12 hr.	6-15-48	2,800	\$1.03 hr.	6-15-47	(Pulp, Sulphite & Paper Mill Workers, AFL)
	S	See remarks	6-15-48	n.a.	n.a.	n.a.	10% increase on salaries to \$45 wk.; others increased \$250 yr. (No union)
Caterpillar Tractor Company..... Peoria, Ill.	WE	\$1.13 hr.	5-13-48	16,700	n.a.	n.a.	Six paid holidays. Additional 2% of earnings and additional week vacation for employees with 25 or more years' service. Twenty minute paid lunch period, previously granted to employees on continuous operations, extended to all factory employees. (UAW-CIO)
The Chicago Corporation..... Corpus Christi, Tex.	WE	\$1.15 hr. average	7-1-48	247	n.a.	n.a.	Current rates average \$1.78 hr. (Oil Workers, CIO)
	S	10%	7-1-48	140	n.a.	n.a.	Current salaries average \$340 mo. (No union)
The Colorado Fuel and Iron Cor- poration Buffalo, N. Y.; Pueblo, Colo.; Palmer, Clinton and Worcester, Mass.	WE	\$1.13 hr. average	7-16-48	9,838	n.a.	n.a.	(United Steelworkers, CIO)
	S	10%	7-16-48	736	n.a.	n.a.	(No union)
The Conde Nast Publications, Incor- porated Greenwich, Conn.	WE	\$2.67 hr.	12-31-47	105	\$1.973 hr.	1-1-47	(Int. Typographical Union, AFL)
	WE	\$1.085 to	3-3-48	323	\$1.008 to	1-1-47	(Int. Printing Pressmen & Assistants, AFL)
	WE	\$1.187 hr.	3-3-48	255	\$2.256 hr.	1-1-47	(Int. Bro. Bookbinders, AFL)
	WE	\$1.114 to	3-3-48	59	\$1.68 hr.	1-1-47	(Int. Assn. Machinists)
	WE	\$1.213 hr.	3-3-48	25	\$1.273 to	1-1-47	(Int. Bro. Teamsters, Chauffeurs, Warehousemen and Helpers, AFL)
	WE	\$1.075 to	3-3-48	25	\$2.057 hr.	1-1-47	[Increased severance pay, sickness insurance benefits, Saturday night shift overtime and increased differential for late shifts were granted in several contracts.]
	S	9% approx.	3-1-48	677	\$1.025 to	n.a.	(No union)
Continental-Diamond Fibre Company. Bridgeport, Pa.	WE	\$1.085 hr.	7-12-48	692	\$1.16 hr. average	6-1-47	(United Textile Workers, AFL)
Dan River Mills, Incorporated..... Danville, Va.	WE	8%	8-1-48	12,000	n.a.	n.a.	(Textile Workers Union, CIO)
	S	8%	8-1-48	800	n.a.	n.a.	(No union)
DeLuxe Metal Furniture Company... Warren, Pa.	WE	\$1.10 hr.	8-9-48	44	\$1.13 hr. average	8-7-47	(United Electrical Workers, CIO)
Diamond Alkali Company, Standard.. Silicate Division Jersey City, N. J.	WE	\$1.08 to	5-24-48	44	n.a.	12-8-47	(Int. Chemical Workers, AFL)
	S	\$1.11 hr.	7-1-48	9	n.a.	7-1-47	(No union)
The Dow Chemical Company..... Midland, Mich.	WE	\$1.07 hr.	8-1-48	5,300	n.a.	n.a.	Company voluntarily granted noncontributory pension. (UMW, Dist. 50)
	WE	\$1.02 hr.	9-1-48				
	WE	\$1.01 hr.	10-1-48				
	WE	\$1.01 hr.	11-1-48				
	WE	\$1.046 hr.	7-9-48	1,100	n.a.	n.a.	(Ind. Union Marine & Shipbuilding Workers, CIO)
E. I. du Pont de Nemours and Com- pany Spelter, W. Va.	WE	\$1.11 hr.	7-19-48	194	n.a.	n.a.	(UMW, Dist. 50)
Eljer Company..... Ford City, Pa.	WE	\$1.12 hr.	7-26-48				
	S	6%	6-1-48	700	n.a.	n.a.	(Nat. Bro. Operative Potters, AFL)
	S	6%	6-1-48	75	n.a.	n.a.	(No union)
Erie Forge Company, Erie Forge and Steel Company Erie, Pa.	WE	See remarks	8-16-48	1,456	\$1.135 hr. labor	9-1-47	Increase ranged from 9 1/2¢ to 13 1/2¢ hr., averaging 11¢ hr. (United Steelworkers, CIO)
	S	\$1.11 hr.	8-16-48	144	n.a.	n.a.	(No union)
Erie Malleable Iron Company..... Erie, Pa.	WE	\$1.11 hr.	8-2-48	390	n.a.	n.a.	(United Steelworkers, CIO)
Food Machinery Corporation, Niagara Chemical Division Middleport, N. Y.	WE	\$1.10 hr.	6-3-48	200	n.a.	n.a.	(Int. Assn. Machinists)
	S	\$16 mo.	7-1-48	100	n.a.	n.a.	(Office Employees Int. Union, AFL)
The Gardner-Richardson Company... Middletown and Lockland, Ohio	WE	See remarks	8-9-48	1,390	\$1.487 hr.	n.a.	Increase of 4% but not less than 5¢. (United Paperworkers, CIO; Ind. union)
	S	See remarks	8-9-48	297	n.a.	n.a.	Increase of 4% but not less than 5¢. (No union)

WAGE INCREASE ANNOUNCEMENTS—AUGUST 15 TO SEPTEMBER 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Gary Railways, Incorporated..... Gary, Ind.	WE	\$.02 hr. \$.08 hr. \$.025 hr. \$.025 hr.	4-16-48 7-15-48 10-15-48 12-15-48	n.a.	n.a.	n.a.	Time and one-half for time worked on July 4, Labor Day and Christmas Day. Employees with 20 yrs. or more service will receive 3 wks. vacation or 144 hours' pay. (Amal. Assn. Street, Electric Railway & Motor Coach Employees, AFL)
General Mills, Incorporated.....	WE	10%	9-15-48	107	n.a.	n.a.	Belmond, Iowa. (Grain Millers Union)
	WE	\$.125 hr.	7-1-48	1,064	n.a.	n.a.	Buffalo, N. Y. (Grain Millers Union)
	WE	\$.10 hr.	8-1-48	160	n.a.	n.a.	Rosford, Ohio. (Grain Millers Union)
	WE	\$.10 hr.	7-1-48	78	n.a.	n.a.	Purity Oats Division, Keokuk, Iowa. (Grain Millers Union)
	WE	\$.12 hr.	8-1-48	84	n.a.	n.a.	Louisville, Ky. (Grain Millers Union)
	WE	\$.14 hr.	8-1-48	344	n.a.	n.a.	Amarilla and Wichita Falls, Tex.; El Reno and Oklahoma City, Okla. (Grain Millers Union)
	WE	10%	7-1-48	111	n.a.	n.a.	Special Commodities Division, Keokuk, Iowa. (Grain Millers Union)
	WE	\$.105 hr.	7-1-48	412	n.a.	n.a.	Spokane and Tacoma, Wash. (Grain Millers Union)
General Motors Corporation..... Detroit, Mich.	WE	\$.03 hr.	9-1-48	275,000	\$1.161 hr. approx.	5-29-48	Represents cost of living adjustment. (UAW-CIO; United Electrical, Radio & Machine Workers, CIO; other unions)
Gilet Carbonizing Company..... Lowell, Mass.	S	\$5 mo.	9-1-48	70,000	n.a.	6-1-48	Represents cost of living adjustment. (No union)
	WE	10%	2-25-48	247	\$1.07 hr.	2-25-47	(United Textile Workers, AFL)
	S	10%	2-25-48	12	n.a.	n.a.	(No union)
Great Lakes Carbon Corporation..... Lockport, Ill.	WE	10%	4-10-48	60	\$1.18 to \$1.76 hr.	10-10-47	Six paid holidays; double time if worked. (Gas, Coke & Chemical Workers, CIO)
The Hinde and Dauch Paper Company Gloucester, N. J.	WE	\$.08 hr.	7-1-48	271	n.a.	10-27-47	Increased vacation allowances. Previous increase of 7¢ granted 10-27-47. (United Paperworkers, CIO)
Illinois Bell Telephone Company..... Chicago, Ill.	WE	\$4 wk. average	10-1-48	10,017	n.a.	n.a.	(Int. Bro. Electrical Workers, AFL)
Interchemical Corporation, Finishes Division Newark, N. J.	WE	\$.11 hr.	7-1-48	94	n.a.	n.a.	(UMW, Dist. 50)
International Shoe Company..... Marlinton, W. Va.	WE	\$.05 hr.	7-1-48	175	\$1.00 hr. average	7-1-47	(UMW, Dist. 50)
Jackson Metal Products Company..... Jackson, Mich.	WE	\$.10 hr.	6-14-48	58	n.a.	n.a.	Six paid holidays. Increased vacation benefits. (UAW-AFL)
Johns-Manville Corporation..... Manville, N. J.	WE	\$.07 hr.	8-2-48	2,960	See remarks	10-27-47	Two wks. vacation after 3 yrs. service. Previous average straight-time rate: \$1.370. (Federal Labor Union, AFL)
Kelsey-Hayes Wheel Company..... Jackson, Mich.	WE	\$.13 hr.	6-14-48	540	n.a.	n.a.	(UAW-AFL)
	S	See remarks	7-16-48	57	n.a.	n.a.	Increase 9% with min. of \$22.50 mo.; 9% to 15% to those earning above \$600 mo. (No union)
Kentucky Chemical Industries, Incorporated Cincinnati, Ohio	WE	\$.08 to \$.10 hr.	5-14-48	128	\$.91 to \$1.255 hr.	5-14-47	Sick leave allowance of 48 hrs. given to truck drivers. (UMW)
Koppers Company..... St. Paul, Minn.	WE	8% \$.115 hr.	6-1-48 8-1-48	32 160	n.a. n.a.	n.a.	(No union)
Laclede-Christy Company..... Toledo, Ohio	WE	\$.13 hr.	6-16-48	50	n.a.	4-1-47	(United Gas, Coke & Chemical Workers, CIO)
Lastik Products Company..... Wampum, Pa.	WE	\$.18 to \$.245 hr.	6-15-48	90	\$.97 hr. labor	6-15-47	Previous increase of 12.5¢ granted 4-1-47. (UAW-CIO)
Linde Air Products Company..... East Chicago, Ind.	WE	\$.10 hr.	2-21-48	52	n.a.	n.a.	Tied to 10% production increase; bonuses for output above that. Increased insurance benefits. (United Cement, Lime & Gypsum Workers, AFL)
R. H. Macy and Company..... New York, N. Y.	S	See remarks	2-1-48	7,000	n.a.	n.a.	(United Chemical Workers, CIO)
Marathon Electric Manufacturing Corporation Wausau, Wisc.	WE	\$.14 hr.	8-1-48	650	See remarks	8-1-47	Increase \$2 wk. min. to \$3.50 wk. depending on length of service. Severance pay granted to employees with 10 years' service who leave because of ill health. (Retail, Wholesale & Department Store, CIO)
Mathieson Chemical Corporation..... Niagara Falls, N. Y.	WE	\$.08 hr.	6-28-48	600	n.a.	n.a.	Group life insurance added to insurance plan. Previous rates: male 91¢ hr., female 76¢ hr. (United Electrical, Radio & Machine Workers, CIO)
The McDonnell Aircraft Corporation.. St. Louis, Mo.	WE	\$.10 hr.	7-5-48	2,449	n.a.	n.a.	(United Gas, Coke & Chemical Workers, CIO)
	S	\$4 wk.	7-5-48	568	n.a.	n.a.	(Int. Assn. Machinists)
Midland Company..... South Milwaukee, Wisc.	WE	\$.05 hr.	7-1-48	137	n.a.	1-1-48	(No union)
Mississippi Shipping Company..... New Orleans, La.		\$12.50 mo. 6%	8-6-48 n.a.	680 89	\$225 mo. average n.a.	n.a. n.a.	Six paid holidays. Previous increase: 7.5¢ granted 1-1-48. (United Electrical Workers, CIO)
Morris Paper Mills..... Morris Ill.	WE	\$.08 hr.	7-1-48	640	\$.975 hr.	7-1-47	Unlicensed personnel. (Seafarers Int. Union AFL)
Motorola, Incorporated..... Chicago, Ill.	WE	\$.10 hr.	6-26-48	n.a.	\$1.20 hr. average	5-5-47	Licensed personnel—engineers. (Nat. Marine Engineers Beneficial Assn., CIO)
	S	\$4 wk.	6-26-48	n.a.	\$63.08 wk. average	5-5-47	Night shift differential increased from 2.5¢ and 5¢ hr. to 5¢ and 10¢ hr. (Pulp, Sulphite & Paper Mill Workers, AFL)
National Lead Company, Texas Mining and Smelting Division Laredo, Tex.	WE	\$.12 hr.	5-1-48	300	n.a.	n.a.	One week's paid vacation after 6 months' employment; 2 wks. after 1 yr.; additional day for each yr. of service thereafter up to 5. (No union)

WAGE INCREASE ANNOUNCEMENTS—AUGUST 15 TO SEPTEMBER 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
National Rubber Machinery Company Clifton, N. J.	WE	\$11 hr.	7-8-48	163	n.a.	n.a.	(United Electrical, Radio & Machine Workers, CIO)
New Jersey Bell Telephone Company. Newark, N. J.	WE	\$4 wk.	7-21-48	5,325	n.a.	n.a.	Includes about 900 clerical employees. (Telephone Workers Union of New Jersey, Ind.)
	WE	\$4 wk.	8-1-48	12,125	n.a.	n.a.	Includes about 325 clerical employees. (Communications Workers, Ind.)
Oxford Miami Paper Company..... West Carrollton, Ohio	WE	\$0.07 hr.	7-10-48	396	\$96 hr.	7-1-47	Three paid holidays. (CIO union)
Pacific Power and Light Company....	WE	5%	7-26-48	600	\$1.81 hr. lineman	11-11-47	Affects electrical workers outside Northwestern Division, Portland, Ore. (Int. Bro. Electrical Workers, AFL)
Pioneer Rubber Mills..... Pittsburg, Calif.	WE	\$11 hr.	6-1-48	196	\$1.345 average	10-22-47	(CIO union)
	S	\$20 mo.	7-1-48	27	n.a.	n.a.	(No union)
Pittsburgh Corning Corporation..... Port Allegany, Pa.	WE	\$0.07 hr.	6-1-48	470	\$992 hr. average	5-26-47	(UMW, Dist. 50)
Portsmouth Steel Corporation..... Portsmouth, Ohio	WE	\$13 hr.	7-16-48	3,576	\$1.375 hr.	4-1-47	(United Steelworkers, CIO)
	S	See remarks	7-16-48	326	n.a.	4-1-47	Increase of \$17 mo. to 160 clerical employees, \$23 mo. to 32 patrolmen and 10% increase to 134 supervisory and technical employees. (No union)
Pullman-Standard Car Manufacturing Company Chicago, Ill.	WE	\$0.09 hr.	7-1-48	3,418	n.a.	n.a.	Piecework rates remained unchanged. (United Steelworkers, CIO)
	S	\$16 mo.	7-1-48	626	n.a.	n.a.	(United Construction Workers, UMW)
Rathborne, Hair and Ridgway Company	WE	\$0.06 hr.	8-16-48	60	n.a.	n.a.	(Int. Woodworkers, CIO)
	WE	\$0.08 hr.	8-16-48	48	n.a.	n.a.	(Int. Woodworkers, CIO)
Cass Lake, Minn.	S	\$5 wk.	8-16-48	7	n.a.	n.a.	(No union)
Rathborne, Hair and Ridgway Company Chicago, Ill.	WE	\$0.08 hr.	7-19-48	245	n.a.	n.a.	(Warehouse & Distribution Workers Union, CIO)
	S	\$3 wk.	8-2-48	54	n.a.	n.a.	(No union)
Richards-Wilcox Manufacturing Company Aurora, Ill.	WE	See remarks	5-17-48	275	n.a.	5-17-47	Increase 8¢ hr.; 7% on piece rates. Six paid holidays. Group insurance: \$1,000 per employee (Int. Assn. Bridge, Structural & Ornamental Iron Workers, AFL)
Robbins Flooring Company..... Rhineland, Wisc.	WE	\$0.06 hr.	5-1-48	100	\$93 hr.	11-47	(CIO union)
The Ryan Aeronautical Company.... San Diego, Calif.	WE	7½%	7-26-48	1,620	n.a.	n.a.	(UAW-CIO; UAW-AFL; no union for some employees)
	S	5% approx.	8-1-48	285	n.a.	n.a.	(No union)
Shapleigh Hardware Company..... St. Louis, Mo.	WE	\$1.25 hr.	6-1-48	987	n.a.	n.a.	Printers and maintenance employees received 17.5¢ hr. (CIO union)
Sharon Steel Corporation..... Morgantown, W. Va.	WE	\$1.75 hr.	5-1-48	105	n.a.	n.a.	(UMW, Dist. 50)
	S	9%	5-1-48	9	n.a.	n.a.	(No union)
Solar Corporation..... Milwaukee, Wisc.	WE	\$11 hr.	7-1-48	200	See remarks	7-1-47	Previous average straight-time rate: \$1.38 hr. (United Electrical Workers, CIO) [As a result of job reclassification, salaried employees received increases averaging about 15%]
Spencer Chemical Company..... Pittsburg and Parsons, Kan.	WE	\$0.075 hr.	6-1-48	493	n.a.	n.a.	Also, some group insurance benefits; straight-time pay for holidays unworked with retention of double-time pay for time worked on holidays. (Business Representatives Council of Joplin, Missouri & Vicinity, AFL)
	S	\$0.06 hr.	7-4-48	150	n.a.	n.a.	(No union)
Stearns Coal and Lumber Company.. Stearns, Ky.	S	See remarks	7-1-48	105	n.a.	n.a.	Increase of 10% with a maximum of \$25 mo. (No union)
Struthers Wells Corporation..... Warren and Titusville, Pa.	WE	\$0.06 hr.	6-7-48	1,600	n.a.	6-20-47	(Int. Assn. Machinists; CIO and AFL unions)
	S	\$0.06 hr.	6-14-48	350	n.a.	6-20-47	(AFL union)
Thor Corporation..... Chicago, Ill.	WE	\$11 hr.	6-14-48	1,300	n.a.	n.a.	Increased insurance benefits. 3 wks. vacation for employees with 20 years' service. Equivalent of ½¢ hr. to correct inequities. (UAW-CIO)
Union Bag and Paper Corporation.... Chicago, Ill.	WE	\$10 to \$14 hr.	5-24-48	150	n.a.	n.a.	Some jobs were put on temporary incentive payment plan. Six paid holidays. Two wks. vacation after 2 years' service. Four hrs. call time and report time. (Pulp, Sulphite & Paper Mill Workers, AFL)
Union Electric Company of Missouri. St. Louis, Mo.	WE	\$0.09 to \$15 hr.	7-1-48	1,224	See remarks	n.a.	Previous rates ranged from under \$1.05 to \$1.68 hr. and over. (Int. Union of Operating Engineers, AFL)
Union Electric Power Company..... Monsanto, Ill.							
United Specialties Company..... Chicago, Ill.	WE	See remarks	7-12-48	385	n.a.	n.a.	General increase of 9¢ hr. 35 die makers and set-up model makers received 14¢ hr. increase. (Farm Equipment & Metal Workers, CIO)
Western Electric Company..... Tonawanda, N. Y.	WE	\$10 to \$13 hr.	8-8-48	2,000	n.a.	n.a.	Wage structure increased 10¢ to 18¢ in starting rates and 10¢ to 14¢ in job rates (Communications Workers)
Wheeling Steel Corporation..... Wheeling, W. Va.	WE	\$13 hr. average	7-16-48	15,000	n.a.	n.a.	(United Steelworkers, CIO)
	S	See remarks	7-16-48	2,600	n.a.	n.a.	Non-exempt employees granted \$17 mo. increase with provisions for a 3.5¢ hr. adjustment for inequities. Exempt employees received a 10% rise. (No union)

Type of Workers: WE, wage earners; S, salaried.
n.a. Not available.

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